

ETHICAL LEADERSHIP AND COUNTY GOVERNANCE IN KENYA: A CASE STUDY OF
UASIN GISHU COUNTY

BY

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DECLARATION

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

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This dissertation has been submitted for examination with our approval as the appointed university supervisors.

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TABLE OF CONTENTS

DECLARATION.....	ii
TABLE OF CONTENTS.....	iii
DEDICATION.....	ix
ACKNOWLEDGEMENT.....	x
ABSTRACT.....	xi
LIST OF TABLES.....	xii
LIST OF FIGURES.....	xiv
ABBREVIATIONS AND ACRONYMS.....	xvii
DEFINITION OF TERMS.....	xix
CHAPTER ONE.....	1
INTRODUCTION AND BACKGROUND TO THE STUDY.....	1
Introduction	1
Background to the Study.....	1
The Concept of Ethical Leadership.....	9
State of Governance in Kenya.....	13
Uasin Gishu County.....	18
Statement of the Problem.....	21
Objectives of the study.....	23
General Objective.....	23
Specific Objectives.....	23
Research Questions.....	23
Significance of the study.....	23
Scope of study	25

Limitations of Study	25
Delimitation of the Study	26
Research Assumptions	26
Chapter summary	26
CHAPTER TWO: LITERATURE REVIEW	28
Theoretical Review	28
Ethical Leadership Theories	29
Teleological Utilitarian Ethical Theory	29
Servant Leadership Theory	31
Transformational Leadership Theory	32
Deontological Ethical Theory	34
Critical Evaluation of the Ethical Theories	35
Ethical Leadership Practices	37
Concept of Governance	41
Governance at a Glance: International Perspective	46
African Moral Values on Ethical Leadership	50
Christian Moral Value on Ethical Leadership	53
Ethical Leadership and Governance	55
Effectiveness of Ethical Leadership on Organizational Governance	58
Challenges Facing Ethical Leadership and Governance	59
Leaders Characteristics	62
Conceptual Framework	64
Research Gap	65

Chapter Summary	66
CHAPTER THREE.....	67
RESEARCH METHODOLOGY.....	67
Introduction	67
Research Philosophy.....	67
Research Design	68
Target population.....	69
Sample Size and Sampling Procedure	70
Data Collection Instruments.....	73
Pilot Testing	74
Validity of the Instruments.....	75
Reliability of the Instruments.....	75
Data Collection Procedure	77
Data Analysis and Presentation.....	78
Descriptive Statistics.....	78
Inferential Statistics.....	78
Ethical Leadership Scale (ELS).....	80
Diagnostic Tests	80
Multicollinearity.....	81
Normality.....	81
Heteroskedasticity Test.....	82
Autocorrelation Test.....	82
Skewness and Kurtosis.....	82

Ethical Consideration.....	83
Summary of the Chapter	84
CHAPTER FOUR: FINDINGS AND DISCUSSION.....	86
Response Rate	87
Reliability Analysis	87
Demographic Characteristics of the Respondents	88
Gender of the Respondents.....	88
Level of Education.....	89
Years of Public/Community Service.....	90
Sector of Service.....	91
Descriptive Statistics.....	93
Determination of Level of Ethical Leadership in Uasin Gishu County.....	93
Construction of ELS.....	97
Ethical Leadership Score.....	99
Contribution of each score to ethical leadership.....	99
General characteristics of the respondents disaggregated by ethical leadership.....	100
The Perception of respondents on the Institutions Supporting Ethical Leadership.....	104
Ethical leadership by location of workplace.....	104
Ethical leadership by level of education.....	105
Ethical Leadership by Sector of Operation.....	106
Relationship between Ethical Leadership and County Governance.....	107
Encouragement of Ethical Leadership.....	111
Ethical Leadership Practices.....	113

Perceptions on Ethical Practices.....	140
Governance.....	146
Effectiveness of Ethical Leadership.....	153
Ethical Leadership Challenges on Governance.....	163
Promoting Ethical Leadership.....	170
Inferential Statistics	175
Construction of Governance Index.....	175
Test for Multicollinearity.....	177
Test for Heteroskedasticity.....	178
Test for Normality.....	178
Test for Skewness and Kurtosis.....	179
Correlation Analysis.....	180
Regression Analysis.....	182
Chapter Summary.....	185
CHAPTER FIVE: SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH.....	186
Introduction	186
Summary of Findings.....	186
Ethical Leadership Practices.....	187
Effectiveness of Ethical Leadership.....	190
Ethical Leadership Challenges on Governance.....	192
Recommendations for Effective Governance.....	194
Implications of the Study	196
Theoretical Implications.....	197

Methodological Implications.....	198
Policy Implications.....	199
Conclusions	201
Recommendations	203
Policy Recommendations.....	203
Recommendations for Research.....	205
REFERENCES.....	206
APPENDIX I: INTRODUCTORY LETTER TO THE RESPONDENTS.....	220
APPENDIX II: QUESTIONNAIRE.....	221
APPENDIX III: WORK PLAN	227
APPENDIX IV: BUDGET	228
APPENDIX V: NACOSTI CERTIFICATES	229
APPENDIX VI: NACOSTI AUTHORIZATION LETTER.....	231

DEDICATION

I dedicate this thesis to my resourceful and supportive wife and my children for their patience and moral support. I also thank them for supporting me financially while attending to my studies.

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ABSTRACT

Ethics provide accountability to public office. Adhering to ethics ensures that the public officers are held to account. Effectiveness of ethical leadership practices have been a cause of conceptual confusion for the last few years. Unethical practices in organizations have widely been reported in public institutions and they involve high profile public servants. In Uasin Gishu County, some public institutions have been reported to be involved in unethical practices, such as corruption. The general objective of the study was to examine the relationship between ethical leadership and governance in public institutions in Kenya with specific focus on Uasin Gishu County. The specific objectives were: a) to establish the influence of ethical leadership practices on governance; b) to determine effectiveness of ethical leadership on governance; c) to evaluate challenges affecting ethical leadership on governance; d) to provide recommendations on influence of ethical leadership on governance. The study applied utilitarian ethical theory. The study employed a cross-sectional survey research design. The target population for the study comprised of Members of County Executive Committees (CECs), and Chief Officers, opinion leaders, clergy/church leaders, and members of the public (N=728). Simple random sampling technique and purposive sampling techniques were used to select the sample size from the total population (n=352). Questionnaires were used to collect quantitative data, while SPSS version 24 and STATA 13.0 software were used to compute both descriptive and inferential statistics. Descriptive statistics encompassed frequencies, percentages, means and standard deviations, whereas inferential statistics included multiple regression analysis, construction of ELS, correlation analysis, and diagnostic tests. Analysis of the collected data established that ethical leadership practices on governance have a positive and significant relationship ($p < .05$). Analysis of data revealed that ethical leadership practices entrench a culture of ethical behaviour since ethics define commitment to organizational success and possession of moral knowledge on ethical issues. From the study sample, the study established that ethical leadership was ineffective. Study findings revealed that ethical leadership challenges include: low professionalism of managers in charge of public institutions; dwindling support from top managers; rigid organizational culture; low level of staff competence; managers' professionalism, and organizational structure. Use of ELS enabled the study to determine respondents' perceptions of their leaders, where 26 statements on the questionnaire were reduced to 5 components of ethical leadership through exploratory factor analysis. Results demonstrated that fairness was the most important attribute of ethical leadership, followed by people orientation, accountability, and integrity. ELS enabled the study to establish the most vital attribute of ethical leadership based on the respondents' perceptions on their immediate authority. For effective governance, the study found that national and county governments should design reporting mechanisms to avert unethical practices, such as corruption, and strengthen institutions, reduce bureaucracy, encourage public participation, and entrench accountability and transparency.

LIST OF TABLES

Table 1: Target Population.....	70
Table 2: Sample Population	73
Table 3 : Pilot Study Results.....	76
Table 4: Response Rate.....	87
Table 5: Reliability Analysis.....	88
Table 6: Gender of the Respondents	89
Table 7: Sector of Service.....	92
Table 8: Items used calculating Ethical Leadership Scale.....	94
Table 9: Loading of the statement under different components	97
Table 10: Means, Standard Deviations, and Correlation Coefficients of Measures	99
Table 11: General Characteristics of the Respondents and Indicators of Leadership	102
Table 12: Factors Influencing the Respondents' Perception on Ethical Leadership	110
Table 13: Influence of Civility	114
Table 14: Influence of Servant Practice.....	119
Table 15: Influence of Interpersonal Role	125
Table 16: Influence of Informative Role	131
Table 17: Influence of Decision Role.....	137
Table 18: Perceptions on Ethical Practices	141
Table 19: Governance	147
Table 20: Effectiveness of Ethical Leadership.....	154
Table 21: Challenges of Ethical Leadership	163
Table 22: KMO measure of sampling adequacy	176

Table 23: Principal Components	176
Table 24: VIF test for multicollinearity	177
Table 25: Test for Heteroskedasticity	178
Table 26: Kolmogorov - Smirnova test for Normality	179
Table 27: Test for Skewness and Kurtosis	180
Table 28: Correlation Analysis	181
Table 29: Model Summary	182
Table 30: ANOVA	183
Table 31: Multiple Regression Analysis	183

LIST OF FIGURES

Figure 1: Conceptual Framework.....	64
Figure 2: Respondent's Level of Education	89
Figure 3: Respondent's Years of Public/Community Service	90
Figure 4: Contribution of different components to the ethical leaders.....	100
Figure 5: Ethical leadership by gender	101
Figure 6: Ethical leadership by working experience	103
Figure 7: Institution encouragement of ethical leadership.....	104
Figure 8: Location of place of work	105
Figure 9: Level of Education	106
Figure 10: Sector of service	107
Figure 11: Creation of conducive environment	107
Figure 12: Promotion of health and wellbeing of citizens.....	108
Figure 13: Promotion of efficient and effective public services	109
Figure 14: Political transparency and voice for all citizens.....	109
Figure 15: Promotion of Ethical Leadership.....	112
Figure 16: Commitment to Organizational Success.....	115
Figure 17: Civility of Employees	116
Figure 18: Individualized Consideration	117
Figure 19: Attention Giving.....	120
Figure 20: Commitment by Public Servants.....	121
Figure 21: Essentials of Persuasion.....	123

Figure 22: Liasing with Stakeholders	126
Figure 23: Emotional Intelligence	127
Figure 24: Integrity of Public Leaders.....	129
Figure 25: Monitoring Operations.....	132
Figure 26: Dissemination of Information	134
Figure 27: Identification of Entrepreneurial Opportunities	138
Figure 28: Fair Resource Allocation	139
Figure 29: Negotiation Function of Public Leaders	140
Figure 30: Civility and Governance	142
Figure 31: Servanthood and Governance.....	143
Figure 32: Interpersonal Role and Governance	144
Figure 33: Decision Role and Governance	145
Figure 34: Level of Accountability	148
Figure 35: Transparent Leadership.....	149
Figure 36: Fairness Practice.....	151
Figure 37: Responsibility of Public Servants.....	152
Figure 38: Effectiveness of Developing Administrative Practices	155
Figure 39: Effectiveness of Strengthening Mechanism for Professional Ethics.....	156
Figure 40: Anticipating Ethical standards Threats	157
Figure 41: Upholding Constitution and Laws	158
Figure 42: Public Trust and Confidence	159
Figure 43: Effectiveness of Professional Standards	160
Figure 44: Improvement of Job Satisfaction.....	161

Figure 45: Employee Turnover	162
Figure 46: Top Management Support.....	165
Figure 47: Rigidity of Organizational Culture	166
Figure 48: Organizational Structure	167
Figure 49: Competence among the Staff	168
Figure 50: Level of Resourcefulness	169
Figure 51: Recommendations for effective governance	171

ABBREVIATIONS AND ACRONYMS

ACK	Anglican Church of Kenya
AIC	Africa Inland Church
ANOVA	Analysis of Variance
AU	African Union
BRIC	Brazil, Russia, India and China
CECs	County Executive Committee
DPADM	Division for Public Administration and Development Management
DRC	Democratic Republic of Congo
EACC	Ethics and Anti - Corruption Commission
ELS	Ethical Leadership Scale
GoK	Government of Kenya
GPF	Governance Partnership Facility
IFAD	International Fund for Agricultural Development
IFMIS	Integrated Financial Management Information System
KMO	Kaiser – Meyer – Olkin measure
KNCHR	Kenya National Commission on Human Rights
KPLC	Kenya Power Lighting Company
LG	Local Government
LGAs	Local Government Areas
MCA	Member of County Assembly
MDGs	Millennium Development Goals

NACOSTI	National Commission for Science, Technology and Innovation
NCPB	National Cereals and Produce Board
NPM	New Public Management
NYS	National Youth Service
OECD	Organization for Economic Cooperation and Development
PACU	Pan Africa Christian University
PCA	Principal Component Analysis
SDA	Seventh Day Adventist
SGR	Standard Gauge Railway
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
UN	United Nations
UNPAN	United Nations Public Administration Network
US	United States
VIF	Variance Inflation Factor

DEFINITION OF TERMS

Accountability: The responsibility of a person or an institution to account for its activities, accept responsibility for them, and to share the results in a transparent manner.

Civility: The act of showing regard for others by being polite and courteous in behaviour and speech.

Decision: The process of making a choice or judgment after thinking carefully. Ethical moral principles that govern a person's behavior or the conducting of an activity.

Fairness: The quality of making judgments that are free from discrimination.

Governance: Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization or state.

Informative: Providing useful knowledge or ideas.

Institution: An organization founded for a religious, educational, professional, or social purpose.

Interpersonal : The set of abilities enabling a person to interact positively and work effectively with others.

Leadership : The art of motivating a group of people to act towards achieving a common goal.

Responsibility : The state or fact of having a duty to deal with something or of having control over someone.

Servant: A person who performs duties for others or as a personal attendant.

Transparency : The act of being open and clear with information without hiding any such information.

Utilitarianism : An ethical theory that states that something is moral or good when it produces and a great outcome for the biggest number of people.

Moral values : The standards by which one defines right or wrong, connected to human emotions that motivate people in different ways.

Deontological : An ethical theory that states that how right or wrong an action is should be based on a set of rules rather than the consequences of that action.

Teleological : A moral theory that draws moral obligation from what is good as an end to be achieved.

Christian values: Values acquired from the teachings of Jesus Christ and taught by Christians for as long as religion has existed.

Effectiveness : The extent to which something can successfully produce a desired result.

Tribalism : The urban and national struggles for power in utilizing ethnic and language ties as a means to aggregate power and authority.

Nepotism : The act of using one's power or influence for the benefit of their friends or relatives.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter covers the introduction, statement of the problem, objectives of the research, research questions, significance of the study, scope, limitations and delimitation. The chapter provides the foundation of the study through theoretical construction to the background of the study. The statement of the problem provides an insight into the state of ethics in leadership. The objectives of the study provide a roadmap to answering the research questions. The rationale of the study justifies the importance of the study by detailing theoretical and practical approaches.

Background to the Study

Public institutions traditionally are supposed to operate within the law. Nevertheless, the law is limited in its scope; the significance of economic motivators and the debates as to why “human life” with selfish interest can be problematic. The role of senior public servants in offering their expertise can also be a problem since the risk of ideology and political beliefs arises in many instances (Shaw & Eichbaum, 2017). As observed by Rohr (1989), the systemic problems in the public sector which are run by technocrats who operate through an authoritative platform with a wide range of discretion are complex. Since technocrats are not elected, their nature and levels of controlling them is not easy unless through the established avenues. This basically suggests that formal, legislative or institutional mechanisms over the technocrats' behavior are either nonexistent or at the least ineffective. Suffice it to say that the technocrats are obliged to respond ethically to the values of the citizenry whom they govern. This brings to light the question of ethics.

It has been argued that ethics and ethical codes are not alien to modern societies (Bang, 2019; Shelley, 2017). In contemporary history, these tenets have been interpreted from the standpoint of religion and reflected as moral codes, legal ethos and professional etiquettes (Cashman, 2017). Scholars such as Bowman et al. (2016) have argued that over time, the genesis of these values and codes have helped the public service. Usually, ethics and values are aimed at reducing and eradicating bad ethos and in supporting and knowing how one is ideally expected to serve in the public service (Kumasey, 2017). Ethical norms are fundamental. They guide and advise how public servants should function, how they should work with ordinary citizens, how they should discharge their roles in an honest manner and how they should keep their ideas from affecting their individual mannerisms (Picard & Pickard, 2017).

The present body of academic literature is replete with information on how international organizations have come up and combined efforts towards creating ethical codes that would inform the behavior of public administration globally (Shaw & Eichbaum, 2017; Taddeo & Floridi, 2016). Bowman et al. (2016) observe that from the 1960s, issues of ethical codes of conduct as an aspect of public administration became increasingly prevalent across the world. An example is in 1978 when the United States institutionalized a code of ethics through the creation of the Office of Government Ethics for the entire public service. Thereafter, through the 1990s, a lot of countries created institutions dealing with Ethics and Codes of behaviour. Such countries included: Namibia, Norway, South Africa, Philippines, Uganda and Argentina. The creation of the anti - corruption treaty in 1996 by the Organization of American States saw several multinational bodies produce agreements regarding the international ethics requirements to be used in the public sector (Lewis & Gilman, 2012).

Based on this, Andrews (2011) observed that there was a spirited fight against corruption across the international platforms. Katzarova (2018) states that there was a consensus by international organizations such as OECD and African countries, ultimately leading to the UN Convention against Corruption in 2003. It is against this background that codes of conduct were introduced in Kenya for the public servants and in many countries around the world. A lot of countries adopted and operated within a specified code of practice. It is estimated that as at 2011, almost 154 countries had developed codes and were operating within some code of conduct (Garcia - Sanchez et al., 2011). Despite the increase in global interconnectedness on matters of ethics and the growing interest in understanding the dynamics of unethical practices, Africa still does not have a perfect profile of this similar initiatives in regards to ethical leadership guidelines (Katzarova, 2018). Therefore, the unanswered question is: What is the role of ethics in nurturing leadership and governance in developing countries? This is the critical question which this dissertation will attempt to address.

Public sector entities are entitled to effectively and efficiently use the public resources. How these resources are managed and the quality of services provided is important. It requires being of high standard (Vogel & Marshal, 2015). Public administrators who are managers of public services have an obligation to be prudent. They have a huge task because they are responsible for the governance of these resources (Segal et al., 2016). Experts have historically established that good governance produces good management, performance, accountability of public money, public behavior and better outcomes of public services (Sullivan & Skelcher, 2017). Managers of public services are expected to address the goals and objectives of government and the public interest (Schmidt, Groeneveld & Van de Walle, 2017).

Acting in the public interest encompasses the seven principles of good governance. These principles include: Implementing good practices of transparency and in reporting such services to deliver effectively, develop the capacity of countries to govern and define outcomes in terms of sustainable economic development by determining the interventions necessary to optimize the achievement of intended outcomes in governance. The principles also include openness and comprehensive stakeholder engagement which include the capability of a country's leadership abilities, the ability to manage risks and performance through appropriate internal mechanisms and the application of strong public financial management. It also includes a strong commitment to integrity and the rule of law (Das, 1998).

Unethical practices lead to corruption. This decreases the government's ability to provide quality essential services. This deprives the citizenry their basic rights. It is on this basis that scholars have argued that there is an economic impact when public resources are misused. When the focus shifts from servant leadership to other ventures that profit an individual, the focus shifts to negative impact and poor trust of the organization. This is because inefficiency issues and lack of transparency lower the credibility of the public sector, erodes of the public and donor trust (World Bank, 2000; Lawton, Rayner & Lasthuizen, 2013). For any country to effectively address the problem of unethical practices, a comprehensive ethical standard framework must be adopted. This must be both a coherent and a balanced system. Other scholars observe that moral ethos and principles include components that are dependent on a person and the degree of development of his approach to ethical issues (Anello, 2006; Grebe & Woermann, 2011). The adaptation of those ethical principles to the challenges found within the organization at any given time and the moral values (Arowolo & Aluko, 2012; Mwenzwa, 2013).

Moulton (1927) quoted that:

“The real greatness of a nation, its true civilization is measured by the extent of its obedience to the unenforceable. It is the extent to which a nation trusts its citizens, and its existence and are ready to testify to the way they behave in response to that trust. Mere obedience to law does not measure the greatness of a nation. Such obedience can easily be obtained by a strong executive, and most easily of all from a timorous people. Nor is the license of behaviour which so often accompanies the absence of law, and which is miscalled liberty, a proof of greatness. The true test is the extent to which the individuals composing the nation can be trusted to obey self - imposed law.”

From the above citation, it can be concluded that the nation is a reflection of the extent to which citizens to adhere to values that are moral, to the nature of personal self discipline and to principles that are ethical and the challenge that they portray to the development of an individual, of civilization and the citizenry. There has been an increased surge towards good governance in many governments that fall under the domain of the public sector in the last decades (Porter & Watts, 2017). The public sector is an essential part of public service. Public service is important. It should not be considered as a segment to be treated differently (Lawton, Rayner & Lasthuizen, 2013). Bad administration and unethical practices in public sector management are widely witnessed mainly because public service spends taxpayers' resources inappropriately. It is on this basis that the UNDESAD (2000) argued that many unethical practices in public administration have captured world attention. The public is not able to distinguish whether individuals in government were either elected or appointed.

The period preceding the independence of many African states from the 20th century that signaled strong prospects and hope for a better and promising continent (James, 2020). Nevertheless, that hope never stood the true test of time. This is arguably why in many instances, people have lost hope in public institutions because of bad leadership and unethical practices. As it will emerge later in the literature review, several scholars have concurred that African leaders who ascended to power after independence had very little time to prepare for governance and at the same time plan for its aftermath. Accordingly, Greene (1978) argues that the period preceding independence, there was some sort of change of emphasis on localization of the public service in what came to be known as Africanization of services. The concern was more on the Africans themselves inheriting the colonial cadres than the salaries and conditions of service. The need to chase away the colonial masters was greater. This led to Africanization of the public service. At independence foreign structures were inherited by African leaders without reforming them.

Leaders inherited administrative institutions which were developed without due recognition of African structures. They adopted centralized political and economic controls for effective administration of the local people. The net result of this was the creation of new systems which relied on tribe and authoritative patterns of governance. As argued by Stephens (2014), controlling the state and its resources was the purpose of political administration. The reasoning behind this was that the leaders were not interested in the reforms of the public service inherited from their masters. They opted to adopt them to serve their interest. The big question as argued by Stephens (2014) helps one to reflect on the effects of bad governance thus: Why did most of those leaders perform dismally at delivering development if they were successful as political liberators?

Why did they achieve power through the ballot box and padlock it thereafter? Nearly all the nations that achieved independence in the 1950's and 1960's saw their liberators and their immediate successors fail at developing their nations. They cannot be regarded as development leaders. The explanation to the above analogy can be found from the thinking of Dada as cited in Lynch (2020) who argues that the current problems that Africa is facing in regards to governance are as old as the history of colonialism itself. Accordingly, Dada argues that this can be traced to the colonial leadership which failed to earlier address the issues immediately after independence. By citing the works of other scholars, Dada contends that if these problems had been tackled, the current problems will be a thing of the past.

During the early 19th and 20th century, the question of ethics dominated many government agendas across the world. This was in a bid to address the problems of bad governance and unethical practices in the public sector. As argued by Lewis (2012, good governance in the public sphere became imperative across many nations as countries adopted governance structures to promote integrity and avoid bad governance in the public sector (Soyaltin, 2017). A case in mind is in the United Kingdom where for instance, between late 1970's and early 1980's, there were problems in their NHS, where the Thatcher government introduced changes in order to address the crisis in the public sector. The reforms focused in changing the public's view of the efficiency of government through an agency. There was a need to rename the reforms to reflect components of the public sector - hence the ensuing public sector reforms became known as NPM. The focus of these set of reforms revolved around the principles of accountability and transparency.

It must be noted that, the reforms in the public sector then were employment of professionals, the need for clarity measures of performance and performance indicators, the need for decentralization and emphasis on adopting management practices of the private sector. It is believed by many scholars that this led to increased transparency (Gorsky & Millward, 2018). These reforms were duplicated and gained widespread adoption in the management of the public sector in different degrees in many countries in Europe and later developing countries (Latham et al., 2008).

This governance agenda sought to address problems of effectiveness, lack of accountability, the tendencies of poor governance and over dependence by third world countries in aid. It is argued for instance that at the World Bank, there was an accumulated frustration of governments which had tendencies of continuing with developments failing in several regions between the 1970s and 1980s. This is why World Bank officials advocated for good governance in development. In addition, this failure led to the publication of a landmark report by World Bank titled: “Sub-Saharan Africa: From Crisis to Sustainable Growth that highlighted governance shortcomings in Africa” (World Bank, 1989). With the publication of this report, many things were put in motion. The climax of these resulted to the detailing of a list of factors in the 1990s. This is what led to the introduction of market governance related principles to the public sector. During this time, the donor market paradigm evolved in many states. It changed governance paradigm from the reduced state orthodoxy to embrace the idea of the role of institutions and explain the nature of governance and how institutions are critical for effectiveness and the successful implementation of market reforms. It is this rediscovery in the 1990s that led to the production of the 1997 World Development Report titled: “The State in a Changing World”. This report highlighted governance work (World Bank, 1997; Kriegler, 2008).

The Concept of Ethical Leadership

Scholars have delved into leadership and how political and socio - economic development has stagnated owing to poor ethical political leadership. Majority of the studies have shown how ineffective leadership has contributed to underdevelopment, insecurity, its social and structural injustices (Alexander & Kaboyakgosi, 2012; Mayanja, 2013). The concept of ethical leadership continues to be a contentious subject among researchers. However, there is consensus among scholars that ethical leaders choose right over wrong since they work for the great good of the society and/or organization (Downe, Cowell, & Morgan, 2016; Müller et al., 2016).

Ethical leaders take into consideration values, principles, standards and norms when conducting their duties (Kapur, 2018). Shapiro & Stefkovich (2016) stated that ethical leaders are trendsetters. They lead by example in terms of setting high standards. Put differently, ethical leaders use individualized consideration when engaging their followers as their members have distinct challenges. Demirtas & Akdogan (2015) suggest that the behaviour of ethical leaders influences the positive way through which an organization is run. The works of Müller et al. (2016) and Bedi, Alpaslan & Green (2016) both argue that ethical leaders are perceived to be honest, truthful, trustworthy, responsible, reliable, courageous, fair and authentic. In an endeavor to have a comprehensive understanding of ethical leadership, several theories have been developed by scholars to explain the principles/tenets of ethics and its application in explaining leadership. For instance, social exchange and social learning theories have been applied (Bedi et al., 2016). Social learning theory borders on followers observing and imitating the behavior of their leaders, suggesting that ethical leaders serve as important role models since their conduct is easily copied/imitated by the followers (Walumbwa, Hartnell & Misati, 2017; Bedi et al., 2016).

Available literature suggests that ethical leadership significantly relates to group learning behavior (Walumbwa et al., 2017). Transformational leadership theory has been suggested to explain ethical leadership since the four tenets of the theory are constantly used to describe the ideals and/or attributes of an ethical leader (Banks et al., 2016). Scholars have attempted to demarcate and/or set boundaries on what constitutes ethical leadership by employing theory of ethical pluralism which states that one's actions may be totally different from local norms or you might be expected to act in opposition to your own norms (Kosiewicz, 2015). Communitarianism theory has been used to illustrate the importance of the community in molding individuals to be ethically grounded. It is for this reason that Etzioni (2003) argued that in theories that emphasize the centrality of an individual, communitarianism is a social philosophy that focuses on the importance of society in enhancing good things.

This study underscores that leadership can be enhanced through ethics since moral values define the extent to which societies are able to prosper. Guided by ethical approach in organizational leadership, several scholars have suggested the need for leadership in Africa to gravitate towards transformational approach compared to transactional leadership (Hoch et al., 2018; Banks et al., 2016). While agreeing with the existing body of literature, Antonakis & Day (2017) underscore the need for those in charge of public institutions to entrench a culture that supports transparency and accountability through institutionalizing accepted ethical standards at the organizational level. There is plethora of scholarly evidence that supports the need for ethical leadership as a basis of transforming the socio - economic and political fortunes for organizations. Ciulla, Luizzi & Strijdom (2012) suggested that by civilizing the citizenry, leaders are able to tackle the ethical challenges they face. Temple (2012) argues that ethical leadership has not been effective in Africa owing to metaphysical conflicts such as religion, cults and clan.

To realize effective ethical leadership, Strasser (2018) suggested the need for leaders to respect others so that there is rapport for effective service delivery. Ogola, Sikalieh & Linge (2017) suggested that leaders should cultivate a culture of treating each member uniquely. Ndege (2014) suggested that ethical leadership is about designing measures that will ensure that in order to achieve results based management, then it should be mandatory to have all leaders appointed to head government departments to be ethical to ensure the achievement of set goals.

The motivation and justification for this study is that leadership in Kenya has not been efficacious owing to a trend of bad governance. In fact, Africa is a rich continent in terms of natural resources. The leadership gap in Africa constrains its people from realizing their full potential. This study underscores that ethical leadership will enable counties in Kenya to realize their devolution goals since most of the African countries were at par with Asia's elites during the 1960s and 1970s. Ethical leadership will enhance good governance. Ethical leaders encourage ethical attitudes by encouraging, motivating, guiding and inspiring followers and/or subordinates to do that which is morally right.

Various scholars have pointed out that deficit and crisis of ethical political leadership pose enormous challenges to Africa. Widespread patronage has been cited as one of the consequences of lack of ethical leadership. Those in charge of public offices are not rewarding merit but entrenching rent seeking culture. Electoral fraud continues to be a topic of interest as most incumbent presidents rarely lose an election. When they lose, they refuse to handover office to their successors. Put differently, lack of efficient democratic institutions is a result of poor ethical leadership. Those in charge of elections represent the interests of those in power. There is intimidation of civilians through military and the police. The peoples' voice is silenced.

Those who go against regimes in power are tortured, maimed and or exiled. Corruption continues to permeate Africa. The political leadership is not committed to changing the status quo. Plundering of public coffers is sanctioned by those in political offices. Medard (2017) argues that Africa cannot develop amid a cloud of unaccounted public funds. According to Transparency International report of 2018 as cited in Audeyev & Hancock (2018), corruption in sub Saharan African countries such as Kenya and Nigeria is so high to an extent that these countries cannot progress since resources are in the hands of the few corrupt state officers.

Elsewhere, Treviño, Hartman & Brown (2000) have argued that ethical leadership provides a platform to check on deviance since followers rely on ethical leaders to set the overall tone in organizations. Brown et al. (2005) are of the view that ethical leadership encompasses the demonstration and promotion of proper conduct through a two - way communication. According to them, this is what enhances individual actions and interpersonal relationships. This study underscores that for countries and organizations to progress, there is need to strengthen institutions with a view to ensuring that transparency and accountability guide day - to- day operations. Furthermore, organizations do not need strong men. Rather, they need leaders with impeccable character who are willing to put the interests of their countries ahead of their personal gains. The study underlines that ethical leaders will enable organizations to change the way things are done/status quo. Ethical leaders will persuade their followers (citizens) to conduct themselves according to morally accepted code of conduct. Development in Kenya can progress if there is a paradigm shift in terms of leadership. Most leaders are not committed to reducing the widening gap between the poor and the rich.

State of Governance in Kenya

From the available literature, high level moral decay manifests in the Kenyan society. There is also evidence that the level of integrity among public officers in managing public affairs has consistently declined since independence. There is evidence of documentation of the nature and forms of evolution of Kenyan governance. The type of governance that the first President Mzee Jomo Kenyatta established and consolidated was different from the one that his successor, President Moi adopted. What President Moi took over from Mzee Kenyatta was slightly different although he sustained it for his own advantage. This type of governance produced the type of public servants who overwhelmingly were impervious to good ethical principles. Deterioration of ethics in the public is first linked to the governance structures of autocracy and patron - client model (Mbai, 2003). The second trait that fueled the deterioration of public ethics in Kenya is when public officers were allowed to have other personal businesses beside their working jurisdiction (Mbai, 2003). The third trait that accounts for the decay of public morality and accountability is the decline of professionalism in the public service.

Scholars have also advanced a fourth trait as the prevalence of poor terms and conditions for public servants. This is despite the argument by many scholars that revising and determining increasing wage for public servants in a country like Kenya is quite a difficult task. What is the argument advanced about this? The argument is that such an approach may result to negative products against the intended purpose. Two factors have been advanced in the advancement of wages. On one hand, there is the argument about the extended family syndrome. On the other hand, there is the high social status syndrome; the materialistic social status where society expects from their relatives who are in the public service. Then comes the question of salaries.

As argued by Southall, materialistic tendencies greatly influence the way things are done in the public sector. Selfish interest has greatly hampered the operation of the public service and coupled with this is the dependency ration. As argued by Southall (ibid) , if there would not have been the influence of these factors, the wages paid to public servants which are regularly reviewed would be adequate and hence eradicate public sector immoralities to some extent (Southall, 2005).

Wrong (2019) argues that from the beginning of Africanization of top positions in the public sector, the politicians who were in power then used tribalism as a weapon, ethnicity and nepotism as a criterion to appoint people into these public service positions. Because of this background, upon coming to power, President Moi consolidated himself in power by resorting to the same tools of ethnicity and nepotism in giving top positions to his friends and loyalists in the public service. Tribalism refers to a situation that involves consciously knowing about one belonging to the other groups. Nepotism refers to the process of distributing public resources while using friendship or blood relations as the criterion (Rajpaul - Baptiste, 2018). This became a norm in the public service.

One would be appointed to a top management position and would use the same criterion of tribalism and nepotism in redistributing public resources and services. This practice has been followed through by successive regimes to date (Ibrahim, 2012). Does this mean then that nothing could be done? Many successive regimes across the continent have adopted mechanisms of sorting the mess in the public sector. In the Kenyan context, there have been several initiatives undertaken in form of reforms and laws to uphold good governance. This is seen in the context of public sector reforms; First phase (1993 - 1998), second phase (1990 - 2002), third phase (2003 - 2008) and fourth phase (2009 to date).

These were aimed at aligning all the reforms with Vision 2030. The formulation and enactment of policies and laws were also the other mechanisms that were put in place by different regimes. In 1956 the Prevention of Corruption Ordinance was enacted in Kenya. From 2003, during the Kibaki regime, there were several activities at the legislative front that were enacted. According to Perry et al. (2014), such initiatives include AU Convention on Preventing and Combating Corruption, 2003; POEA Act, 2003; ACECA Act, 2003 and UNCAC, 2003.

On the part of government, the implementation of the 2010 constitution provided a strong platform to sort out problems associated with corruption (GoK, 2010). According to Wa Thiong'o, (2006), Article 10 (2) and 232 (1) of the Kenyan constitution outlines the national values and principles of good governance. The thinking of drafters of the Constitution was to incorporate attributes which if well advanced would help in nurturing good public sector ethos necessary for good governance. Similarly, responsiveness, promptness, effectiveness, impartiality and equitable provisions of services will also help enhance good public service ethics. The constitution also has provisions for the role of the public.

It is believed that where the public is involved in matters of public service in the form of consultation/participation, they will feel obligated to enhance and observe the rule of law hence enhancing governance. The other component involves policy making where it is implied in the constitution that when the public is included in the process of policy making, it helps nurture policy formulation and impacts the people. Other components of good governance provided in the constitution include transparency in the provision of the services to the people in a timely manner and accountability for administrative acts.

It is necessary that the provision of reliable information, equitable and adequate opportunities for appointment be available for all populace (KNCHR, 2016). Other initiatives include the most recent legislation that involves the Proceeds of Crime and Money Laundering. Scholars have opined that the enactment of the laws have been accompanied by the establishment of institutions of governance with specific mandates to combat unethical behaviors and corruption. Under this category, it is important to mention institutions like Ethics and Anti - Corruption Commission (EACC), Asset Recovery Agency (ARA), Special Magistrates Courts and the recently established Anti - Corruption Division of the High Court (EACC, 2016).

It is disturbing that despite all these reforms to enhance good governance, unethical practices seem to have doubled. It is upon this background that Wainaina (2017) observes that issues such as the misuse of public office for private gain by the elitist class has not only caught the eyes of current commentators within Kenya, but it can be dated as early as the 1970s (Wainaina, 2017). Many outstanding unethical practices in Kenya occurred in the post - constitutional period (2007 - 2017).

They could not escape the attention of the media as issues of governance took centre stage. Those mostly reported in the media were: The Eurobond scandal, The NYS scandal, The Rio scandal, Afya House scandal, the Standard Gauge Railway (SGR) scandal, the Youth Fund scandal, Kilifi County scandal, Murang'a Water Project, the infamous Mombasa County Government's Secret Bank accounts and the NCPB scandal among others. It is critical to observe that the above scandals are of great magnitude. They are an indication of unethical practices in public administration which adversely affects public service. It is in these situations where the public service became incapable of providing service to the people.

This led to a collapse of service delivery in a situation where the public service is regarded as the culmination of public service delivery where moral approaches of ethical practices are upheld. As observed by many researchers, unethical practices affect essential components of social capital, where in its absence, the mechanisms of governance could not function (Crona, Gelcich & Bodin, 2017). It is from these considerations that one can conclude that ethics has become a common denominator in public service delivery. Morals and ethics are a requirement that must be addressed and implemented by all sectors of society in resolving unethical practices. It is in regards to this background that this study seeks to highlight the importance of ethical leadership and the need for Kenya to inculcate a culture of ethical leadership in governance as a pre condition for the improvement of governance. This view is shared by development partners as stated by OECD (1996):

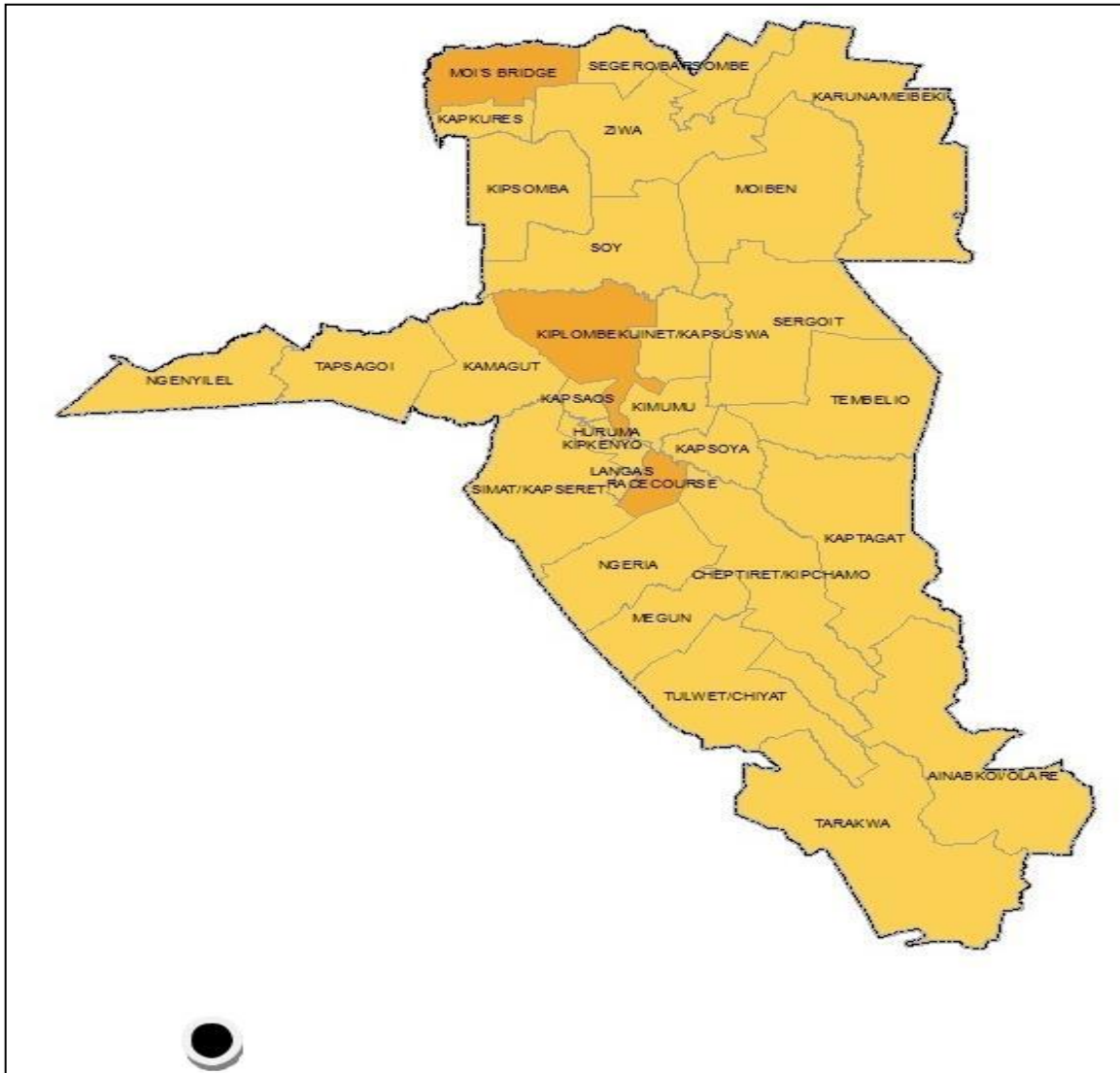
Encouraging ethical behaviour should not be just about establishing a list of rules to be kept in offices but an on - going management process that underpins the work of government.

The above scenario depicts the situation of corporateness. Public ethics emanates from several sources. One can comfortably argue that the most efficient ethics in governance is that which is based on a framework of moral values. It is important to mention here that moral values inform judgment by distinguishing right from wrong and separating good behaviour from bad behaviour. Lewis (2012) relates these concepts to public service and argues:

Ethical guidelines lead to action through cueing behavior that befits public service and operationalizing values. Ethical leadership considers both the constituents and the leader (followers and key stakeholders). Before they become the people that guide the followers in the proper direction, leaders are members of their own organizations and stakeholder groups. This means that their values, vision and purpose are for the good of organization and its stakeholders. Ethical leaders epitomize the values, vision, and purpose of the organization and of the constituents, within an understanding of ethical ideals (Lewis, 2012).

Uasin Gishu County

Uasin Gishu County is located in the former Rift Valley Province. Its headquarters are in Eldoret town, the largest in the county and the County's administrative capital. Geographically, the county is found to the North West of Nairobi which is about 330 kilometres away from Nairobi. The County is cosmopolitan in nature with diverse combination of tribes from all corners of the country. In terms of area, it covers 3345 square kilometers. Uasin Gishu County borders Trans Nzoia, Elgeyo Marakwet, Baringo, Kericho counties, Nandi and Kakamega Counties. In terms of geographical parliamentary representation, the County has three regions: Eldoret East, Eldoret North and Eldoret South. In addition, the County has six constituencies: Kapseret, Kesses, Moiben, Turbo, Ainabkoi and Soy.



Map 1: Uasin Gishu County

According to the 2019 Population Census, the County has a population of 1,163,186 people; representing 580,269 (49.9%) male and 582, 889 (50.1%) female. The County is largely a cosmopolitan region consisting of the Nandi people who are part of the Kalenjin communities having the highest settlement. Other communities that live in the County include the Luhya, the Agikuyu, the Luo, Kamba and the Kisii.

The indigenous inhabitants of the County were pastoralists. Modern Kalenjin communities are mainly large - scale wheat and maize farmers. This has in some way earned the County a name as Kenya's maize and breadbasket. The farmers in the County also engage in large scale dairy farming. The County has various foods and horticultural crops grown. It is highly an arable land. The County is also renowned to be a home of exceptional marathon runners making it to be known athletics earning a nickname: "City of Champions ". Other communities living in the county are small and large - scale entrepreneurs, mainly operating businesses in urban centers. There is a liberal presence of all religions but notably the Christians and Muslims. Many of the inhabitants profess the Christian faith. AIC denomination is the leader. Other denominations include Catholic and Anglicans (ACK). Seventh Day Adventists (SDA) are also found here. In recent times, Evangelical Churches have increased. Other religions such as Islam and Hinduism represent a minority group.

The use of Uasin Gishu County as the case study has been informed by mainly two things: Public institutions reportedly indulge in unethical practices such as corruption and other maladministration. There is evidence to illustrate this fact. In several instances, NCPB was implicated in the maize buying scandal. It was alleged that most of the accused were public servants who included senior officers in government in collaboration with senior managers at the board, national government officials and prominent farmers in North Rift where there was Kshs. two billion maize purchase scandal. This kind of behaviour is a replica of what happens in many Counties and in the national government. The nature of corruption in many government institutions exhibit some sort of collaboration between them where the top leadership is in some way involved in the mismanagement of public resources entrusted to them. In 2018, Uasin Gishu County lost more than five million through a cartel that defrauded it.

After investigations a total of 17 officials from the County government were linked to this cartel. In 2017, a huge number of County governments were accused of misdirecting and defrauding the government of public resources. They were believed to have been involved in corruption cases after presenting fake banking slips. From this background, there is rapid increase of unethical leadership practices across many government institutions that hinder effective governance in public institutions.

Statement of the Problem

The literature in this thesis has delved into the nature of ethical leadership in organizations. Evidence indicates that leadership in developing and third world countries is mired in status quo. Political elites run their respective countries through a fist. Political leadership in Africa has failed to provide socio - economic direction. Most countries rely on foreign aid. Due to lack of ethical leadership, most political leaders continue to exploit their populace through authoritarian and semi - democracy. Poor governance in most parts of Africa such as DRC translates into persistent human rights violation.

The problem addressed in this study is to establish the nexus between ethical leadership and the governance of public institutions. Historically at independence, leaders were overwhelmed by the enormity of the largesse that followed the shift of power (Nwabueze, 1999). Explained differently, structures of development and developmental policies initiated by the colonialists were not friendly to the new leaders who emerged. They never allowed them a conducive environment to initiate the necessity to reform the inherited structures. As argued by Obasola (2002:10), no nation has achieved meaningful development without the input of ethical leadership.

It is because of this thinking that ethical leadership has become a “household” component in modern times governance. Ethical leadership plays a pivotal role in economic, social and political structures. It is for this reason that the numerous problems which have bedeviled Africa have been blamed on unethical leadership. This research presents the view that there is a gap which has not been explored to enable County governance to operate effectively. Given the increasing cases of corruption which act as an indicator of unethical practices, the government will not be able to achieve its development plan, the MDGs and Kenya’s envisaged Vision 2030. It is hoped that the social and economic development that can be achieved through enhancing ethical practices in public institutions may be attained if the menace of unethical practices will be dealt with.

This study is unique in its nature since it incorporates the concept of ELS to measure respondents’ perceptions on their immediate authority. Several scholars have incorporated ELS to measuring perceptions of organizational ethical leadership. However, measurement of ethical leadership continues to be a basis of conceptual confusion since ethical leadership literature lacks a clear viewpoint of measuring ethical leadership perceptions. This study adopts ELS that was propounded by Brown et al. (2005) to measure respondents’ perceptions on their leaders. There is no study in Kenya and indeed in Uasin Gishu that has applied ELS to gauge perceptions of individuals on their leaders. In order to improve service delivery, it is essential that the Kenyan public service adopts an appropriate ethical governance framework. Our study aims to bridge this gap by investigating the relationship between ethics and governance in public institutions.

Objectives of the study

General Objective

The main objective of this study was to examine the connection between ethical leadership and governance in public institutions in Kenya with focus on Uasin Gishu County.

Specific Objectives

Our study was guided by these specific objectives:

- i). To establish the influence of ethical leadership practices on governance within Uasin Gishu County.
- ii). To determine effectiveness of ethical leadership on governance within Uasin Gishu County.
- iii). To evaluate challenges affecting ethical leadership on governance within Uasin Gishu County.

Research Questions

This study aims to answer the following research questions:

- i. What influences ethical leadership practices on governance within Uasin Gishu County?
- ii. What is the level of effectiveness of ethical leadership on public sector governance within Uasin Gishu County?
- iii. What are the challenges affecting ethical leadership on governance within Uasin Gishu County?

Significance of the study

While governance issues are heavily criticized in Kenya in an era of unethical practices such as public funds mismanagement, rising levels of corruption and lack of accountability, one would think there that there are no clear provisions in the laws and codes to provide for the wish of the governed. The contrary however is true.

Kenya has passed several legislations including the constitution to provide the way Kenyans wish to be governed. This is in recognition of the fact that successful ethics in governance requires a balanced package that combines compliance elements, integrity based tools and how they become adaptative to the cultural, political and administrative traditions of the country. This study's intention was to shed light on the relationship between ethics and governance. The implications of this are essential in understanding the importance of ethics and the relationship between public service motivation, moral judgments and ethical behaviour in governance.

This study was intended to fill in the research gap in the intractable correlation between good governance and ethics. The study is intended to be of importance to societies shattered by unethical systems in the public sector in county governance and in general. The research helped to identify the relationship between governance and ethics in Kenya. It is well established that investment flows have greater impacts on development in countries with 'good governance'. There is a strong link between governance and development. Recommendations and findings from the study will benefit policy makers, development planners, intellectuals, politicians and succeeding governments. They will assist them identify obstacles to good governance. They will also be able to identify corresponding measures to address the obstacles. The study contributes to existing theories in political science. It will serve as reference material in future.

The findings from this study will assist learners and practitioners build up on the theoretical aspect of ethical leadership practices and its influence on governance. The results of this study will be an important point of reference for future research on ethical leadership. The study adds to the available body of knowledge on ethical leadership.

Researchers and Scholars could apply the study outcomes as reference for future research on ethical leadership practices. Policy makers will benefit from the findings of this study through provision of current evidence on issues that affect ethical leadership. The findings will enhance sound decision making in organizations as various players would understand the dynamics, trends and opportunities in Kenya.

Scope of study

The study included key informants from County government officials such as department directors and CECs. Others were MCAs, Chiefs, teachers, clergy and village elders who were carefully selected. The study collected data from the respondents in Uasin Gishu County. In addition, the scope of the study was confined to the variables of the study. They include the influence of: Civility, Servant, Interpersonal, Informative and Decision Role on governance in the County. The study delved into the challenges facing ethical leadership practices on governance within Uasin Gishu County.

Limitations of Study

The main problem in this study was that some of our target sample considered the information being sought as sensitive and potentially likely to reveal their characteristics and leadership style. This limited their participation in the study. The problem was resolved by making clarifications and giving assurances to respondents that the product of the survey was only going to be used for academic purposes and was not motivated by any other interest. The study was limited to specific ethical leadership aspects. That is: Civility, servant, interpersonal, informational and decision role. The said limitations were based on the facts that other studies have focused on other aspects leaving the variables that this study focuses on unattended.

The study was also limited to the public sector. Most of the studies done on leadership concentrated more on the private sector. Finally, considering that no research philosophy is void of limitation, this study was limited to the extent of the pragmatic research philosophy that will guide it.

Delimitation of the Study

The study was designed to establish the relationship between ethical leadership and governance in Uasin Gishu County. The study was carried out only in Uasin Gishu County. The study focused only on ethical leadership practices, effectiveness of ethical leadership, challenges affecting ethical leadership and came up with recommendations on the influence of ethical leadership on governance within the County.

Research Assumptions

The study undertakes that there have been efforts by both public and private organizations to entrench a culture of ethics and accepted code of conduct. The study portended that most organizations within Uasin Gishu County have faced various stumbling blocks in an endeavor to embed ethical leadership in their day - to - day management activities. To find out the extent to which ethical leadership has been effective, the study established that respondents provided consistent information that enhanced generalizations.

Chapter summary

This chapter consists of the introduction to study the influence of ethical leadership and governance in public institutions in Kenya with focus on Uasin Gishu County. The chapter conceptualized the research problem and outlined the purpose of the study by formulating the various research objectives and questions which guided the literature review in chapter two.

The chapter featured the significance and scope of the study which will guide the paper.

CHAPTER TWO: LITERATURE REVIEW

Introduction

This chapter reviewed scholarly literature on ethics and governance particularly in relation to leaders. Theories relating to two concepts are also examined. The review covers what three areas: Globally, regionally and locally. Gaps in literature were identified. This formed the basis of the current study. The chapter develops conceptual, theoretical and empirical constructs based on ethical leadership. To provide a holistic approach to the study of organizational ethical leadership, ELS was adopted from Brown et al. (2005) as a measure of ethical leadership. ELS is incorporated in the literature review to indicate various domains of ethical leadership such as fairness, communication of ethical standards, showing compassion to others, trustworthiness, principled decision, honesty and distribution of rewards. This study adopts components of ethical leadership such as accountability, integrity, leader ethical guidance, people orientation and fairness in measuring perceptions on ethical leadership.

Theoretical Review

Theories are applied to describe underlying facts of a given phenomenon by applying principles that enhance prediction of outcomes (Popper, 1963). Theories enhance prediction of a specific subject matter (Hawking, 1996). Theories only make meaning when they are applied in real life circumstances to discern relationships and facts as they unfold (Zima, 2007). In this study, different theories have been used to summarize the results of many research studies and incorporate several learning principles. These theories include: Deontological Ethical Theory, Ethical Leadership Theories, Teleological Utilitarian Ethical Theory and other ethical theories.

Ethical Leadership Theories

Scholars suggest that theories offer indispensable tenets that guide morals with a view to making decisions that are morally grounded. Ethical theories provide moral compass that guides policy decision making in the public sector since they nuance what is right and wrong. Deontological and teleological ethical theories are important in providing a comprehensive understanding of moral decision making.

Teleological Utilitarian Ethical Theory

Teleological utilitarian ethical theories focus on the outcome and judge them as right or wrong based on the consequences of the actions (Garafalo & Geuras, 1999). The theories offer a much needed framework that defines what right means are and how they achieve desired ends (Kramer, 2006). Utilitarianism has been cited as one renowned form of teleological ethical theory. The theory centers on the results and/or consequences of an action. Mill (1806 - 1873) and Bentham (1748 - 1832) were the earliest proponents of the utilitarianism concept.

Bentham, as cited in Burt (1939), designed the principle of utility which has been referred to as the principle of the greatest happiness where human action is assessed based on its ability to increase or decrease the happiness of the affected entity, such as community or individual(s). Moral actions produce the highest degree of happiness for the highest number of individuals, where the determination of happiness refers to the absence of pain and the presence of pleasure (Obadare & Adebawo, 2016). John Stuart Mill, as cited in Donner (1998), was a proponent of the utilitarianism concept. The author took after his teacher, Bentham, by revising utilitarianism to reflect its current tenets.

When an individual is happy, it suggests that he/she is free from pain. Unhappiness signifies presence of pain through privation of pleasure. The proponents of utilitarianism right decision making spur greatest happiness of all individuals. One individual is more important than the other. Ethical judgements and/or evaluations are based on the consequences and/or outcomes of an individual's action. The standard measure borders on the amount of pain or happiness witnessed (Vance & Trani, 2008). Utilitarianism underpins the need for actions to strike an equilibrium of happiness over pain, where happiness of every individual is important for all people (Garafalo & Gueras, 2007).

Public sector leaders should prioritize public interests over self - aggrandizement and other forms of narrow - minded interests. Utilitarianism centers on prioritization of the welfare of the individuals and promotion of the common good (Stoker, 2004). Utilitarianism augments a just society by enhancing the interests and happiness of all individuals. The utilitarian ethical principle emphasizes sound decision - making that will enhance happiness and well - being of all the people (Stewart, 2006). Governments have key responsibilities of providing quality services to the people. The duties of a government are to maximize citizens' well - being through provision of education, health and other important services. The need for public administrators to prioritize service delivery to the citizens compared to self - interest is a reflector of utilitarianism. Individuals in positions of authority and/or power should strive to maximize the well - being of those seeking services with a view to prioritizing and mainstreaming equality and quality of service (Gueras & Garafalo, 2002).

Servant Leadership Theory

The contemporary literature is replete with information on the need for leaders to be servants of their followers, suggesting that leaders should first serve the people before thinking of accumulating more power and influence. Servant leadership theory was explicated by Robert Greenleaf (1970) to explain how leaders and their followers should relate. Greenleaf (1970) underlined the need for leaders to identify the very nature of leadership. It is instructive to note that Greenleaf was aware of the term servant as cited in Dennis, Kinzler - Norheim, & Bocarnea (2010). He felt that transforming organizations required leadership from the top, where they (leaders) should first act as servants to their followers.

Servant leadership theory borders on leaders first taking the place of servant in all their engagements with the individuals that they lead. In addition to the need for taking the position of servant, Greenleaf (ibid) underscored the essentials of the leaders cultivating a culture of first supporting others before exercising power and self interests. Servant leadership was equated with legitimate and authentic leadership. Greenleaf (1970) emphasized that: “simple fact is the key to a leader’s greatness.” It is instructive to note that the centrality of servant leaders is to motivate their followers, ensure that they achieve their purpose and eventual greatness.

Servant leadership theory is relevant to the essence of ethical practices. The theory underlines the need for leaders to prioritize the needs of their followers (Dennis et al., 2010). The whole notion of the devolved system of government in Kenya is to empower those who have been left out in decades of economic expansion. Furthermore, the theory applies to the current study as it describes how leaders could abide by ethical standards in discharging their duties in the devolved governments.

Transformational Leadership Theory

The theory has been applied within the context of ethical leadership to discern how organizations and societies can change their trajectory of development. The theory was developed by Burns (1978) to explain the centrality of transformational leaders in organizations. It is instructive to note that before the exposition of transformational leadership theory, which is before 1978, much of the attention was projected on how ethical leaders were instrumental in organizational transformation.

Paying attention to leadership from the context of transformation, it is apparent that morality and motivation are central to changing the fortunes of the organizations. Transformational leaders take into consideration the views and needs of their followers to the extent that decision making is participatory and reflective of the group. Burns (ibid) was of the considered view that transformational leaders have the attributes from raising their followers to higher level, which agrees well with the hierarchy of needs as postulated by Maslow (1943). The transformational leadership theory was further developed by Bass (1985) who asserted that leaders should motivate their followers to do more than they were supposed to perform. To raise the level of performance, Bass (ibid) underscored the need for leaders to motivate their followers so that goals can be accomplished. In addition, leadership in the transformational trajectory should motivate their employees by raising the importance of the expected outcomes. Bass also underlined the need for leaders to prioritize organizational goals and encourage their followers to follow suit so that all works for the good of the organization.

Most recently, transformational leadership theory has been contextualized in organizational performance by Baur et al. (2016) who underpin the need for leaders to leverage charisma. This is the surest way of gaining the trust and respect of the stakeholders and followers that the individual leads. Further to charisma as a key enabler for achievement of organizational goals, sense of mission and common vision has been proposed as an essential trait that transformational leaders should possess. In addition to common vision and mission, inspiration has been mooted as a possible characteristic that transformational leaders should possess so that higher organizational goals and expectations can be achieved in a simplistic and transformative manner. Rast et al. (2016) added to the ideals of transformational leaders by suggesting that leaders should intellectually stimulate their followers so that problem solving can be enhanced through creativity and rationality. In addition to intellectual stimulation, individualized consideration has been cited as a key attribute of transformative leaders. This encourages individualized attention to every follower/employee, signifying that leaders offer essential advice and coaching to them.

Transformational theory is applicable in this study. It underscores the essentials of leaders providing strategic directions from the front. It asserts that transformational leadership creates positive change in the followers, where they take care of each other's interests and act in the interests of the group, therefore contributing to the overall success of planned implementation and stipulated ethical standards (Burns, 1978). This seems to suggest that transformational leadership leverages ethical practices as a means to entrenching a culture of transparency and answerability in the daily running of organizations.

Deontological Ethical Theory

The concept of rule based ethics has been equated to deontological ethics, where proponents of deontology suggest that some actions are admissible while other actions are considered intrinsically bad despite the outcomes that they can yield. Put differently, some actions should not be pursued irrespective of their good results. The ends do not necessarily justify the means. Deontological ethics underscore the principle of “universal norms that prescribe what people ought to do, how they should behave, and what is right or wrong” (Van Staveren, 2007). Immanuel Kant was one of the earlier proponents of the philosophy of moral deontology (Geuras & Garofalo, 2002). As cited in Geirsson & Holmgren (2000), Kant stated that “moral law binds humanity as a necessity and as a duty to obey its dictate.” Kant emphasized the importance of adhering to ethical principles. Ciulla (2003) observes that Kant’s viewpoint that people do right things because it is correct to do so.

There is consensus among deontological scholars that Kant’s perspective should not be interpreted as a means to an end. Right processes should be followed. Kant’s sentiments border on the essentials of following ethical principles. Individuals should do right things since doing appropriate things produces good outcomes (Garofalo & Geuras, 2007). According to Immanuel Kant as cited in Van Staveren (2007), undertaking processes that generate the highest good for the greatest number of individuals could be a source of suffering for other people. Kant differs from the utilitarian view by underscoring the need to follow moral principles, which define what is correct and what is not. Following moral principles can produce pain in the short run. However, morals produce way more beneficial outcomes/happiness in the long term (Staveren, 2007). People to submit to rules grounded in reason and not for the sake of submitting.

In an endeavor to underpin the essentials of rational principle, Immanuel Kant coined the concept of “categorical imperative” as the ultimate moral norm that is defined as: “Act only according to that maxim where it should become a universal law.” As cited in Guthrie (2001), Kant was of the considered view that categorical imperative forms the basis of moral justification of human behaviour. The underlying maxim or tenet of categorical imperative is the need to respect an individual’s dignity (humanity formula) (Staveren, 2007). Individuals should be always treated as an end not a means to achieving the end (Johnson, 2008). Van Staveren (ibid) suggests that categorical imperative is grounded on the need to mainstream human equality, where no human being should be enslaved so that he/she can be a means for others. Treating people as an end means that individuals should be seen and/or considered as tools of achieving the end for others (Johnson, 2008). Van Staveren (2007) underscores the need to adhere to deontological standards, where moral principles should be followed irrespective of the pressure to do the opposite. Deontologists are duty bound to adopt deontological values such as respect for others, mercy, truth, and justice. Persuasion of these values prioritizes others compared to self interests. Deontology borders on condemnation of violence and coercion. It mainstreams concern for other people and information sharing (Johnson, 2008).

Critical Evaluation of the Ethical Theories

Decision making in organizations depends on deontological and utilitarian ethics that are central to professional ethics in public service (Adams & Balfour, 2005). Public administrators and/or managers should apply the deontology principle (Pops, 1995). Ethical theories present distinct frameworks when evaluating what is right and what is not. The theories are not exclusive to one another. They only provide information on ethics. The work of public managers and administrators is intricate.

This necessitates the need for an ethical framework which will guide decision making. Not a single ethics theory offers the best way for settling ethical dilemmas, which administrators face in daily routine. Garofalo & Geuras (2007) suggested for incorporation of all ethics moralities in public sector administration. The authors suggested that the incorporation of normative and ethical framework in public administration would enhance administrators to form a sound moral perspective.

The capability to undertake right ethical decisions, which augment public interests and enhance peoples' eudemonia is strengthened. For the adoption of normative ethics in the administration of the public sector that would be an enhancement and be helpful for the use of other ethical principles. Standardized ethics should encompass an understanding of suitable principles of ethics; a documentation of values that are helpful and investigative approaches that may be used in given settings to understand the principles. Public servants ought to have an understanding of ethical principles and values (Cooper, 1987).

Virtuous understanding of ethical principles will enhance the capability of public servants to circumvent ethical dilemmas they face in their daily work (Adams & Balfour, 2005). The advantage of being accustomed with ethical values and principles is that they offer comprehensive ethical viewpoints which critically evaluate issues preceding making any policy decision. The advantage of possessing an integral view of ethical principles is that they enhance the capability of public servants to sanction decisions and adoptions, which concentrate on the public compared to self aggrandizement. To offer ethical leadership, officials ought to have a set of morals and principles that are perceived to be ethical (Trevino et al., 2000). Virtues are central to ethical leadership. They offer meaningful tenets in explaining the essence of ethics.

Virtue ethics is a system in which a virtue is placed as the measurement of morality with the virtue being a desirable or ‘good’ character attribute. This is mirrored against the autonomy of ‘vice’ or an undesirable attribute. This implies that virtue ethics provide a yardstick for demarcating that which is considered right or wrong (Nys, 2010).

Ethical Leadership Practices

Ethical leadership is the practice of ethical rules and what is morally right (Kurtz & Schrank, 2007). Ethical leadership is conduct that is accepted to be moral as “right” or “good” compared to “bad” or “wrong” in a certain circumstance (Hegarty & Sims, 1978). Ethical leadership strives to describe and suggest moral necessities that suggest that there are tolerable and intolerable habits of exhibiting behaviour, which act as a purpose of philosophical principles (Minkes et al., 1999). These definitions form a basis for the discussions in this research. Various authors and scholars have advanced ideas relating to ethics in leadership. Ethics refers to values and moral ethics which dictate group or individual behaviour in relation to what is correct or erroneous. Ethical behaviour is rightfully and justly tolerable in the community (Trevino, Hartman & Brown, 2000). Ethical leadership is noticeable and indiscernible (Antonakis & Atwater, 2002). Ethical leadership is seen in the way a leader interacts and operates with individuals and ways in which the leader treats others by observing behaviour and actions. Unseen dimensions of ethical leadership spring from the leader’s character , in the manner the leader sanctions verdicts, the mentality of the leader, from values and ethics, and in his/her firmness in sanctioning ethical decisions during difficult situations . Ethics in ethical leadership are unswerving all the time, not just when they are under observation. This steadiness demonstrates that ethics are an essential part of logical and moral framework (Squazzo, 2012).

Imperative dimensions of ethical leadership as suggested by Brown et al. (2005). Yukl (2006) included the capability to surrender own interests for the purpose of following a given cause, the firm being administrated, the population needs, and/or the progress of the community. It is the readiness to obtain and provide feedback, sentiments that are distinct to others and snags to an individual's ideas. Ethics is the ability to raise leadership in others; producing a culture that deliberates ethical issues; improving one's capability in view of the trust given to them to lead the group in an effective manner; accountability and accepting obligation; and applying leadership power in a properly coordinated approach, restraining from abusing power and using power to the benefits of the leader's followers (Kurtz & Schrank, 2007).

There are many universal principles and values that guide ethics in various settings. These values encompass fairness, honesty and respect for others. The scope of ethical leadership is compared with the existing leadership in Kenya to predict its presence or absence. The valuation is anticipated to divulge the degree and extent of ethics by the present leadership and describe how the leaders expose ethical conduct to the public. There is a rising edginess within humanity with self centered and careless activities that deprive some but favor the cunning. Ethical ideologies and ideals are a stipulation over humanity, particularly in the public sector administration (Nwanma, 2008). Ethics are essential dimensions of human existence. They dictate what is right and what is not (Zyl & Boshoff, 2010). Despite the fact that official decrees are executed, humanity is in inordinate risk of reverting into a state of anarchy if morals are not adhered to. Ethics are a central component of decent governance. They have the power to influence public confidence in all types of management. The interplay between governance and ethics offers governance a comprehensive denotation (Emiliani, 2016; Perry et al., 2014).

To create an ethical setting in the governance of the public sector, ethical conduct should start with the leaders since integrity or absence of it trickles to the bottom from the top (Lloyd & May, 2010). Ethical leadership as a supervision and philosophical method constitutes attributes of ideal governance, such as participation, independence, integrity, transparency, accountability and expertise (World Bank, 1997). Ethical leadership includes values and principles by its nature, where as a fundamental basis for ethics and values enhance prediction of behavior and determines boundaries in relation to what an entity is prepared to endure or negate before taking exception. The standards and values of those in authority can be established from dissimilar backgrounds which include college or university, family, school and church (Manning & Curtis, 2015).

An ethical leader is a firm authority who incorporates ethical and organizational vigor in its character, forms a scheme of morals/conventions for determining the right. Ethical leadership is all about measuring leaders' character in relation to ethical morals, articulating boldness and actions by adhering to ethical values (Fulmer, 2004). Character includes person's ethical deeds in total. Association between ethics and a leader manifest during the decision making period. Decision making is an imperative administration function. Ethical leaders are those individuals in authority who adhere to ethical standards. Ethical leadership is an administrative style which has started to be progressively deliberated lately midst the novel leadership theories and styles. Even though the ethical leadership has a similarity to contingency and participative theories, the unique characteristic of ethical leadership is that the management is set upon ethical codes. Grace (2005) discourses ethical leadership with the aspects of the vision virtue and values.

Conversely, ethical leadership comprises of variables such as fashioning values and ethical consciousness, yielding approval and accountability to the individuals, espousing participatory and self governing administration, forming an administrative environment appropriate for the structural well being necessities, being authentic and dependable, adopting value substantive in each boldness and actions and acting impartial in every facet. Ethical leadership theory includes two understandings. The first is an established rule that determines what is wrong and what is correct. It relates to what should happen compared to what should not. Ethical leadership comprises behaviors that are ethical. The boldness and conduct of individuals with authority have the features of offering advantage for the connected entities (Rubinstein, 2011). The distinctive characteristic of ethical leadership is provision of assurance and creating esteem based authority (Friedman, Langbert & Giladi, 2010). Since casual associations become ever more imperative in service trades, ethical leadership develops even more important in such dealings. Or else it could not be conceivable to identify the moral values and standards, responsibilities and commitments, correct or erroneous, virtuous or malevolent in the actions of the dealings, in pronouncements and policies of the leader and consequently principles that guide the business life will be absent. Ethical leadership involves conducting oneself in relation to the rules of accountability and good will against the individuals a person is associated with. Goodwill is the foundation of ethics. It refers to the philosophies of conducting oneself in ideal and acceptable behaviour and attitude (Friedman, Langbert & Giladi, 2010). Ethical leadership encompasses ethical responsibility (Goolsby & Hunt, 2011). Ethical understanding means that those in authority should be cognizant of their personal deeds. Beyond attaining the aptitude of undertaking only ethical verdicts, it also demands commissioning a connection between ethical capability and social accountability (Michael et al., 2010).

Concept of Governance

Governance is the totality of the numerous conducts that persons and organizations, public and private, run their shared activities (Commission on Global Governance, 1995). Governance is a continuous process through which differing or varied welfares may be accommodated and supportive action may be taken. Governance comprises prescribed commands and actions which governments are authorized to implement together with all the measures that individuals and organizations have decided to implement. Governance is the exercise of control and application of political authority vis – a - vis management of resources for development in social and economic spheres (OECD, 2015). This comprehensive meaning incorporates the duty of public authorities in establishing the setting in which economic operatives' purpose in influencing the delivery of reimbursements coupled with the connection between the ruled and the ruler. Participation is the process through which men and women have ability to take part in decision making unswervingly or through genuine in between organizations that embody their welfares. The sequence of such comprehensive involvement hinges on freedom of speech coupled with capacities to participate in a constructive manner.

Good governance necessitates the need for civil society to participate in formulation and development of strategies that unswervingly affect groups and communities, where the civil society should participate in the planning and execution of programmes and projects (Chait, Ryan & Taylor, 2004). Human rights laws coupled with the legal framework should be implemented and be seen to work in an impartial manner. In addition to impartiality of the law, there is need for economic laws to be fair so that businesses can thrive since arbitrary interference of markets has the likelihood of affecting the way in which they respond to various forces.

It is critical for the legal framework to be fair to all individuals so that conflicts are arbitrated in a manner that is transparent and satisfactory to all. There is need for a judicial system that applies the law consistently and independently (Sithole et al., 2001).

Sihanya (2005) focused on the challenges facing governance in Zimbabwe and argued that transparency in any governance system can be achieved through entrenching a culture that supports free flow of information. This seems to suggest that transparency can be achieved by ensuring that information is accessible to all so that processes of an organization can be monitored and understood. It is important for governments to avail information about the market since decisions on private sector investment are based on the extent to which various market players understand the government requirements such as regulations. There is need for transparency when it comes to decision making, specifically on the reduction of government wastages, corruption, procurement, regulations among other government fiscal activities that require oversight.

Organizations should endeavor to be responsive to the needs of the stakeholders by putting in place measures to map and profile all possible individuals that are affected by government initiatives. It is important for organizational leaders to leverage consensus building initiatives (IFAD, 1999). Good governance is an essential input in enhancing the welfare and wellbeing of the people (Rudd & Roper, 1997). UN Habitat proposes the essentials of power sharing so that people can access and use resources in an equitable way. This seems to suggest that it is important for governments to involve people through participation so that government initiatives are a reflective of people aspirations.

Linkola (2002) underscores the essentials of ensuring that all people irrespective of their demographic attributes be accorded equitable access to education, healthcare, shelter, nutrition among other daily essentials. Good governance is central to realization of effectiveness and efficiency in a country's resource utilization vis – a - vis meeting the most important needs of the people. Governance is the degree to which scarce financial and human resources are used with a view to realizing efficiency through avoiding corruption, delays and wastage (Obadare & Adebani, 2016). IFAD (1999) has from time to time mooted the idea of good governance and how it enables organizations and governments to design and implement programs in a cost effective manner. In addition to cost effectiveness, good governance has been cited as key enabler of transparency in resource use and subsequent delivery of services to the people. This improves economic progress. The central approach to realizing efficiency is the need to be aware of the essential role(s) that women perform in urban economy. Good governance enhances the quality of service delivery in the public sector coupled with improvement of policy design and execution. Good governance frees up institutions from political pressures by creating independence in decision making (Schick, 1996).

Accountability is an important component in good governance. It enhances meeting of the set targets through entrenching an oversight culture (Kidombo, 2006). Palmer (2011) reinforces the assertion by Kidombo by stating that accountability is a basic requirement in public institutions. It makes it possible for civil servants and those in charge of private sector firms to be responsible and committed to meeting the needs of the people. There is need to streamline policies and regulations in a manner that ensures they are effective upon their implementation (Omar, 2011). Regulations and policies are essential. They support a cohesive and just society.

The government should be responsible to the needs and ambitions of the people through formulation and implementation of policies that support an equal society. How can the government ensure there is a progressive and fair society? The author underlines the need for leaders with strategic visions to hold offices. Visionary leaders ought to include the element of human development and how it can be used to support same development. There is need for citizens to demand higher standards of accountability, transparency and ethics. These are the irreducible minimums of good leadership. They can also be used to realize sustainable development.

Transparent and accountable leaders are responsive to designing of public policies, which are central to the achievement of higher performance in the public sector (DPADM, 2007). Despite the many years of public sector reforms, Kenya's development agenda and public sector goals remain unfulfilled. For many years, Kenya's governance has been beset by many problems. This has always been associated with the "leadership question".

These problems have always been at the centre stage of governance. They have become recurring issues in the public sector. The political class has been the target of ridicule, disparagement, disapproval and disdain in view of prevalent corruption, persistent political and socio – economic crisis. There is a trace in Kenya's governance system that explains the nature of the dearth of ethical leadership and the absence of political will. Most leaders do not have the moral authority to spearhead steadfast reforms. They have limited experience and training in managing state affairs. Kenyan leaders have not taken appropriate initiatives to develop the necessary capacity which would make it possible for them to strike a balance between African values and governance (Kamuntu, 1993).

The interest of the study is to find out what needs to be done to blend ethics and leadership and not to treat them as if they were mutually exclusive. The lack of ethical leadership is a major problem in Africa. Lack of ethics in public management is now becoming a major challenge and source of Africa's state of despair in the current state of socio-economic crises (Adeola, 2007). It is against these backgrounds that the research tries to show the link between ethical leadership and service delivery. Kenya's unethical problems especially in the public service are on the rise and something needs to be done. It is evident that the government is desperate to deliver on its pledges, but the governance problem bedevils it. Despite efforts to improve service delivery, huge discrepancies are still evident.

Despite the many governance gains recorded and the push for good governance reforms with firmly established institutions, the state of governance remains wanting. Research from relevant literature shows how the government loses almost one third of the national budget to corruption because of bad leadership, with 80 percent of all corruption cases before Kenyan courts being those related to public procurement (Transparency International, 2014). In its report, the World Bank (2007) revealed that for one to secure a government contract, a gift whose value equates 8 to 10 percent of the contract amount is solicited.

Elsewhere, county governments are not excluded from scandals that occur in public institutions. In Uasin Gishu County, public servants were reportedly involved in unethical practices. A chief was suspected to have authorized irregular vetting process of farmers who delivered maize produce to NCPB stores (EACC, 2018). In 2017, 40 employees from the department of transport in the County were reportedly involved in corruption cases after presenting fake banking slips. In 2018, 17 officials from the County government were accused of defrauding the County government more than Kshs. 5 million through IFMIS.

Governance at a Glance: International Perspective

Rising globalization and market liberalization has reduced the world into a global village. Globalization presents models that countries and multinational corporations are leveraging to underpin core values. Lewis & Gilman (2005, 5) asserted that “the specific aspects of a culture cause difference amongst the list of values to which countries believe in. They further argued that the core values that materialized from these processes were honesty, transparency and professionalism. In terms of specific behavior, Gilman & Lewis (1996) suggest that bribery gradually developed into a practice that was despised all over the world. To this end, this study sought to delve into the role of ethical leadership in shaping management of public and corporate entities.

Ethics helps maintain accountability between the public and the administration. When administration is ethical, they are able to deliver on their mandate to the public. Ethics provides the administration with guidelines that need to be followed that help them exercise integrity in their operations (Fernando, 2012). Integrity helps build trust between the administration and the community. “By developing this environment of trust, the administration is in a position to show the public that they are doing their jobs while thinking about the best interests of the public” (World Bank, 1992). Timely and informative communication with the community is as a result of good ethics in public administration (UNPAN, 2009). Transparency helps nurture trust and minimize the potential issues that can arise as a result of information being disclosed to other sources. Effective communication ensures public can talk to their leaders about crucial issues (Orazi, Turrini & Valotti, 2013). The most important manifestations of unethical conduct are because of poor and ineffective management of public resources.

Some of the practices which constitute unethical conduct include: Regulating trade practices, nepotism, patronage, influence peddling, graft, bribery, protecting incompetence and lowering standards in such a manner as to give advantage to oneself or relatives (World Bank, 2015). The quality of government was gauged by substitutes for involvement, public sector efficiency, quality of public good provision, government size and political freedom (Lawton, Rayner & Lasthuizen, 2003). Government ethics offer the requirements for the making of good public policy. Lewis & Gilman (2005) delved into ethics challenges in public service. They observed that public policy is essential since all other policies that govern the public sector are dependent on it. As such, there has been a growing concentration in ethics in the management of the public service in the last few decades with this apprehension being an essential portion of public service and is not a 'left-over' to be considered after other issues. At the international level, Menzel (2006) conducted a study in government and asserted that public sector ethics has developed into a worldwide movement. Countries have embraced normative and institutional measures that help avoid misconduct and boost integrity in public service.

Lewis & Gilman (2005) conducted a research on drawbacks in the public service. They stated that the increasing concern for ethics was as a result of realization by donor countries and organizations that their effectiveness was badly affected because public servants did not exercise integrity in the recipient countries. Accordingly, public sector administration requires integrity as sine qua non for mainstreaming accountability in managing aid and having a tacit comprehension of the effect of aid and the conditions that recipient countries should meet. Transparency International report (2003) opines that efforts to address the issue of unethical practices in the public service been narrowed down to the application of two basic strategies. The initial strategy has been a legislative reform approach.

The legislative approach has entrenched laws against corruption with appropriate punitive consequences for law violations. This method is frequently denoted as the “discipline approach”. It tries to discourage unscrupulous practices using the fear of punishment. The discipline approach to take care of unethical practices is essentially a top - down law making course. It creates anti dishonesty rules, managerial measures and efforts to execute obedience with them sing legal sanctions.

The second strategy, as elaborated by Transparency International (2017) is often referred to as the values approach. It tries to enhance institutional truthfulness and honour by encouraging moral ideals and ethical values as a means to incenting public servants to conduct themselves in ethical ways. This approach has a tendency to apply a bottom - up style within organizations. It is grounded on consent building on mutual ethical principles and moral values. Public servants’ participation in the consensus building process creates a sense of ownership and personal recognition with the moral and ethical context that is important for crafting the intrinsic motivation needed for self imposed obedience to the customs endorsed by the model.

During the early 19th and 20th century, the question of ethics dominated many government agendas across the world. This was in a bid to address the problems of bad governance and unethical problems in the public sector. At the international level, good governance in public service turned into a global movement. Countries across regions have adopted normative and institutional measures to promote integrity and avoid misconduct in the public service (Lewis, 2012). Reforms by the British government created a prevailing movement that was reproduced in different degrees in various countries such as Canada, Australia, New Zealand and the US (Gorsky & Millward, 2018).

“The increase in unethical practices in many countries was a clear indication of the profound moral crisis that civilization was experiencing. The social injustices and the scandalous poverty that more people have to endure, merged with the deterioration of public trust that come about as a result of unethical practices, significantly reduced the capacity of time honored institutions of society to take care of the well being of humans for the common good” (Kesley, 1995:33). “Governance work begun in a small way but then grew majorly during the first decade of the new century” (Anello, 2006:45). “Various initiatives continue to be undertaken at country’s level in the context of promoting good governance or democratization, including; either a public opinion poll on perceptions of corruption or a client or users’ survey on service delivery” (Perry et al., 2014:12,13).

“Countries such as Cameroon, Namibia, Nigeria, South Africa, Uganda and Kenya undertook ethics initiatives in the forms of circulation of leaflets, code of conduct exercises, speeches and public service charters within the public service” (Gumo, Akuloba & Omare, 2012:22). As a result, many nations have come to the realization that there are many gains in their public service reforms. There were unanticipated consequences such as the erosion of professionalism and ethics. The overall prospects for development of Africa do not show that much hope in a rapidly integrating global economy. Rampant cases of unethical practices are common place in the 21st century (Johnson, 2017). Despite the dismal situation of governance in Africa, many countries push back against unethical practices. Specifically, Rwanda, Botswana, Verde, Namibia, Seychelles all score better on the Transparency International index on corruption compared to some OECD countries like Hungary, Greece, and Italy. In addition, Seychelles and Botswana, whose scores are 60 and 61 respectively, perform better than Spain whose score is 57.

The most common factor that these top performing African nations have in common is political leadership, which is steadily dedicated to ethical practices in governance. While most countries already have structures and institutions in place to address unethical practices, these leading countries go an extra mile when it comes to implementation (Transparency International, 2018).

African Moral Values on Ethical Leadership

African moral values on ethical leadership are initiated on humanity, which is the principle that includes interests of humanity and well being of people in a community. As understood in the African moral thought, this rule has translated into the communitarian code of the African culture. African humanitarian ethics leads to different types of morality: Social morality, the morality of the common good and the morality of duty that is complete. It includes moral ideals, which are considered redundant in African ethics (Bewaji, 2004).

African moral values, good or bad are categorized according to how their consequences affect the people in a society (Wilson, 1971). This means that morality in Africa emerges from considering human welfare and interests, rather than divine pronouncements. Actions that improve the well being of humans or interests are good. Those that do not make the lives of people better are bad. African ethics is humanistic. This refers to a system that is moral and aims to improve human welfare. The basis of morality was accomplishment of responsibility to kinsmen and neighbors and living in harmony with them. In the African context, moral values originate from the basic living conditions in which human beings organize and live their lives. It is important to be curious about the standard Africans use to make judgement, to determine what makes some actions good and others bad (Malcolm & McVeigh, 1974).

“The norm of right and wrong is custom; which means that, what is good is what receives approval from the community; what is bad is disapproved by the community. What is right builds helps society grow; what is wrong inhibits growth and tears down the society. What is good is social; what is bad is anti social. A humanistic morality, with a main focus on the concern for the wellbeing of each member of a community, would be expected to be a social morality which is dictated by social life. This is the nature of African morality. Social life comes naturally to humans because every human being is born into an already existing society. African social ethic is shown in various ways which focus on the significance of values such as mutual helpfulness, collective responsibility, cooperation, interdependence, and reciprocal obligations” (Wilson, 1971).

Character is the main basis of African morality. The success of the moral life is considered to be a function of the quality of a person’s individual life (Ebijuwa, 1996). A moral conception of personhood is held in African ethics. There exists a perception that there are particular moral norms and ideals to which the behaviour of an individual is supposed to hold on to. Recognizing the African ethical traditions of all people as brothers by reason of common humanity is a lofty moral ideal that must be treasured and made an important feature of global ethics in our current world (Gbadegesin, 1991). It is a defense against opinionated attitudes that are developed towards people from different cultures or have a different skin color. They also belong to the universal human family called race.

Good character is of great importance to the African moral system, the principle of the moral wheel. The justification for ethics based on character is not far to seek. Regarding moral conduct, society can impart moral knowledge to its people. This will be helpful in establishing awareness of the moral values and principles of that society. The society fully delivers on its mandate that involves educating its members about moral knowledge through things like telling proverbs and folktales with a hidden moral meaning to its younger members. Being knowledgeable about moral knowledge and the principles society expects one to adhere to is one thing. Being able to lead a life that correlates with these principles is a totally different thing.

A person will be aware of and will also be in acceptance of these rules. One will be aware that it is wrong to cheat the customs. However, one will end up not applying this rule to a situation. This means that they will not have affected the transition from knowledge to action, which is required to conduct the implications of their moral belief (Mbigi, 1997). African sayings are very direct about the formation of character: it is acquired. This means that a person is responsible for their character. Character is built from the everyday habits of a person. Maxims means that bad habits are not an inborn characteristic. They are learnt. It would not make sense to use moral instruction involving the use of moral proverbs and folktales, like it is done in African societies. We were born with our characters and habits. It is believed that the moral stories would assist young people to develop and internalize the moral values of the society, which include particular virtues embedded in those ethical narratives. The proper responses to moral instruction are supposed to lead to one acquiring proper habits which go hand in hand with their characters. Character is acquired through actions, habits and anticipated responses to moral instructions. According to African moral systems, character can be changed or reformed. In order to acquire virtues, one's actions must be good. This means actions that are morally acceptable. These actions eventually become habits. The actions that lead to one acquiring a good habit must be continuously embraced for one to establish that habit; that way, virtue (or good character) is developed (Hardie, 1968). The whole philosophy behind the acquisition of one's habits or character is that originally, the human being was supposed to be morally neutral by nature. This means that a human being was not considered to be either bad or good. This neutral nature of a person's morality gets to be affected at some point in their lives. This could go either way; the good or the bad, depending on their responses to moral instruction and actions, persuasion and advice (Menkiti, 1984).

The initial moral neutrality of a person consists of the foundation other people have of this person. It gives room for a moral choice. What a person does or does not do is very important with regards to forming and developing their character. It will determine whether their character will become moral or immoral (Kudadjie, 1973). Traditional thinkers are of the opinion that what is good consists of the behavior patterns, habits and deeds that society considers worthwhile as a result of their consequences for the wellbeing of humans. The good would include actions such as peacefulness, hospitality, truthfulness, respect, happiness, faithfulness, compassion, honesty, justice and generosity. Every one of these patterns of behavior or actions or is expected to contribute to social well being (Sarpong, 1972).

Christian Moral Value on Ethical Leadership

Ethical leadership refers to the individuals' conduct in line with the accepted and/or appropriate code of conduct. In addition to conducting oneself according to the society's accepted ways of doing things, ethical leadership within the context of moral integrity involves continuous communication, decision making and reinforcement (Brown et al., 2005). Ethical leadership has four main reference points which include orientation to justice, sustainability and responsibility orientation, fair and consistent actions, treating individuals with respect and dignity and human orientation (Eisenbeiss, 2012). An individual's life is reflected by values from the perspective of what is acceptable and what is not, legal or illegal, and just or unfair. Values predict and/or determine the extent to which individuals are committed to their conventions and traditions. Values underline ethics. They set boundaries on what is considered right or wrong. They determine the extent to which people are willing to tolerate behaviour that is considered unethical. Ethics are said to emerge from amalgamation of learning and experience coupled with interpretation of various experiences upon exposure (Boudon, 2001).

The basis for values is a result of socialization and interactions that individuals go through. The argument is that the societal code of conduct and/or rules shape behaviour of an individual. It prescribes and/or dictates what is right or not. Through interaction and socialization, an individual learns from community norms and everyday interaction with people and adapts to the values. Religion and philosophy underpin values. They determine their origin and development. Under various conventions and/or ways of doing things, a situation considered right in one belief may be perceived to be wrong in another setting owing to distinct beliefs. For instance, Christians leverage religion and/or Biblical ideals as a basis of building their values that are based on love, faith and truth (Boudon, 2001).

Religion offers specific views on ethics and the reason to adhere to them. Religion can also function as a defining and binding source for ethics. It enables the community to identify only in terms of its relationship with God. God and community are above an individual's interest (Eisenbeiss, 2012). Ethical leadership in Christianity revolves around individual development coupled with spiritual and intellectual struggles that gravitates towards instinctive action and understanding in addition to personal credibility based on a sophisticated model of personal meaning (Kriger & Seng, 2005). Scholars have argued that behaviour is shaped by beliefs. Behaviour ought to conform with societal ways of doing things. Arguing along this line, Simons (1999) states that integrity in one's behaviour is an important component for ethical leadership. In the absence of individuals with integrity, there are tendencies for leaders to run into the risk of losing trust, commitment and credibility of the people. Bredfeldt (2006) & Covey (2006) delved into the essentials of trust in any associations where credibility was a product of trust. These border on competency and character.

An individual's character borders on integrity, beliefs and internal values. The competence of the same individual hinges on results, capability, knowledge and skills. The credibility of an individual and/or leader could be lost in the absence of wholesome intent and behavioral integrity. Wholesome intent and behavioral integrity of a leader should stem from being willing, trustworthy and transformed.

Ethical Leadership and Governance

Public policy and administration scholars are in consensus that delivery of goods/services in the public sector is handled by the public service, suggesting that it has an indispensable role in enhancing good governance. Ethical leadership provides an essential structure and/or framework upon which servants in the public sector can leverage as an approach to formulating policies and their eventual implementation. The administrative force of any public entity and/or government is dependent upon the governance standards that are expected. An effective and efficient public management entity should be receptive to the needs and aspirations of the people. It should necessitate the need for those in public offices to deliver public goods in a quality way coupled with recognition of human rights (UNPAN, 2000). The governance concept can be equated to the capacity, ability and/or capability of the government to offer services to the citizenry in a transparent, accountable, effective, just and efficient manner. To reinforce the assertion of hope, UNPAN (2000) underlines the need for ethical leadership at all levels of government decision making since ethical leadership mostly in third world countries is central to equity, transparent, accountability and fairness in resource allocation and utilization. Leadership that is based on morality and integrity is critical and necessary for the achievement of public sector goals such as delivery of services to all people irrespective of their situation and affiliation.

Morrell & Hartley (2006) underpin the essentials of ethics since they play an important role for efficacious leadership. Macaulay & Lawton (2006) suggest that leadership based on ethics and moral conduct has often been associated with good governance. There is tendency for bureaucrats to base the same on efficiency of the managers compared to ethics. Several scholars (Cohen & Eimicke, 1995; Farazmand, 2002) suggest that negligence by organizational leadership in the public and private sector is a key predictor of prevalent unethical deeds.

Fournier (2009) believed that ethical leadership in the public sector remains a daunting task to the extent that corruption and other evils, such as bureaucracy continue to define the day –to - day running of government entities. This means that people seeking services from public offices are sick and tired of corruption related activities to the extent that they do not know whom to trust. Menzel (2007) offers a remedy for this situation by underlining the need for ethical leadership to be entrenched at all levels so that service delivery is seen to be conducted in a manner that supports moral integrity.

Good governance can only be achieved by linking ethics to leadership so that those in office are seen to be conducting the affairs of their offices in an open and transparent manner. To support this view, international lateral and multilateral agencies like the World Bank, the United Nations and OECD have underlined the essentials of ethical leadership and how it positively influences governance (Richter & Burke, 2007). International bodies continue to urge their members to inculcate a culture that supports a positive environment for development, such as elimination of corruption through promotion of ethical leadership (Richter & Burke, 2007). That there is increasing demand for responsibility and transparency in the public sector coupled with the need for increasing demand for ethics (DPADM, 2007).

In addition, the need for public participation and governance values aimed at entrenching a culture of sustainable development continues to be mooted as the essentials of ethical leadership on governance. Hope (2005) was of the view that countries struggling with the challenge of poverty can overcome the problem by entrenching a public sector culture of ethics so that social and economic development can be promoted. This is to suggest that long term goals of poverty eradication can be achieved by mainstreaming the culture of good governance. Kakumba & Fourie (2007) underscore the need for good governance. This is an essential precursor for circumventing political and economic challenges that bedevil the developing world.

The pursuit and requirement for good governance is based on the conviction that it is the most ideal and necessary thing to surmount the socio - economic and political obstacles to development that have rocked, especially the developing world for decades. Ethical leadership encompasses individual attributes which border on the need to leverage moral in the management of public entities. Ethical leadership hinges on five principles: Integrity; Ethical guidance; Fairness; Accountability and People orientation. Entrenchment of good governance practices is dependent on ethical leadership (Hope, 2005). Despite the many years of Kenya's public sector reforms, the country's dreams remain mostly unsatisfied. The "leadership question" has become a recurrent subject in the governance discourse in the public sector. It is against this background that Seteolu (2004) observed that "the governing class has been the target of ridicule, criticism, disapproval and contempt in view of pervasive corruption, persistent socio - economic and political crisis. The failures in African governance are traceable in the consciousness to political leadership deficiencies. The de - ideologization of Kenyan politics means that political leaders do not see the need for ethical leadership.

Effectiveness of Ethical Leadership on Organizational Governance

Ethics borders on what constitutes right over wrong (Menzel, 2007). Entrenching a culture of ethics is important in any organization and its leadership. To reinforce this assertion, Lanctote & Irving (2007) underline the need for leadership of any organization to be based on ethics. Ethical leaders choose right over wrong. Leaders shoulder a lot of responsibilities. It is critical for them to act within the confines of ethics. Further to Menzel and Lanctote & Irving's works, Bowman (2008) underpins the essentials of ethics in leadership. This is key to good administration and democracy. This seems to suggest that leaders in any form of government should conduct themselves beyond reproach through ethics as they manage the affairs of their societies and/or organizations.

Kanungo & Mendonca (1996) underline the essentials of ethical leadership in any society or organization. Those managed by ethical leaders can thrive and survive the various facets of life. The moral quality of followers is dependent on the way the leaders conduct themselves. The moral fibre of the society to a very great extent borders and/or is reflective in the way leaders and their followers conduct themselves. There is need for ethics in leadership after determining that an individual's moral quality in a society determined the survival of and the thriving of life in that society. Individuals in a leadership role greatly play a role in determining the moral quality of their followers. Their behaviour can positively or negatively influence the moral fibre of the society. The standard shared norms dictate actions of leaders. Failure to adhere to the set procedures translates into physical harm (Kanungo & Mendonca, 1996). The role played by ethical leadership in any society, group or organization cannot be overstated. Ethical leadership is central to changing and/or dictating the way followers behave and their eventual conduct in their late lives and how this impacts on the large society (Northouse, 2007).

Scholars have provided various scenarios on how ethical leadership is essential in molding good behaviour at the societal and/or organizational level. Sendjaya (2005) was of the opinion that exercise of power and authority presents a precarious situation where leaders must not be seen to be overstepping their mandate. Morality is the factual definition of true leadership. To add impetus to this point, Kanungo & Mendonca (1996) were of the considered opinion that ethics are key enablers of effective organizational leadership just as air is important to human beings and water to fish.

Challenges Facing Ethical Leadership and Governance

Available body of academic literature illustrates that there is increasing pressure for governments to deliver public goods in efficient and effective ways. Citizens and civil society organizations are putting pressure on governments on the need to increase the quality of services that are rendered. However, various scholars have documented evidence that shows problems ailing organizational leadership in both private and public sectors.

Staff competence is essential for effectiveness of ethical leadership within and outside organizational set up. Staff competence is central to understanding of laws and codes of ethics and their influence of organizational success (Ramaite, 2002). It becomes apparent that there is need for technical knowledge and competence of what constitutes ethics and what does not. It is important for the staff of both public and private organizations to understand the standards of behaviour and/or conduct that is expected from their organizations and leaders. They should also understand the standards of integrity and professionalism that are expected of them and how these relate to the fight against corruption.

On performance challenges, Molopo (2013) asserts that difficulties facing policy implementation continue to affect the performance of organizations. Fulmer (2004) infers that the dynamics and challenges of ethical leadership have become problematic in the day – to – day management of organizations to the extent that this altered the way organizations function. To reinforce this argument, Anassi (2004) contends that corruption is among the leading challenges that the continent of Africa faces in an endeavor to change its social, economic and political fortunes. African countries such as Kenya continue to travel a rough path in their efforts to industrialize and modernize just like the rest of the western countries. Undermining of the rule of law and democratic institutions is a consequence of corruption. Those who break the law are not liable for their actions to the extent that this invalidates and diminishes policy making and representation through electoral processes. Corruption repudiates the way laws and protocols are implemented. Corruption has been blamed as a number one precursor of unequal distribution of resources to the people. It prevents equity and equality. It only entrenches a culture of favoritism. In addition, there is evidence to suggest that the fight against corruption has been derailed through lack of apt political goodwill to implement stringent measures aimed at curbing the spread of malfeasance and other forms of malware in the public service sector. This implies that since those with political authority and power control the arms of legislation and judiciary, it becomes near impossible to implement laws that can dismantle political activities. There are suggestions that the judiciary has been manipulated and compromised to the extent that it has not lived to its expectations of implementing the laws. Kenya continues to be classified among the most corrupt countries in the world if statistics provided by Transparency International are anything to go by. Despite several approaches formulated by the Republic to fight corruption, the vice continues to permeate the society.

This has been modelled as one of the toughest governance challenges that the country faces. There is consensus among scholars who have looked into corruption in Kenya that the country has put in place appropriate mechanism to combat corruption. The current study borders on ways in which organizations, both public and private, can leverage transformational leadership as a springboard to formulation/designing and executing reform strategies, such taking full advantage of various clauses in the 2010 constitution, for instance institutional strengthening to overcome the challenge of corruption (Kempe, 2013).

Kenya's new laws under the 2010 constitution provide the essentials of good governance within the context of the public sector. GOK (2010) rules that effective governance borders on principles that are central to achievement of relevant public goals. These principles include: Democracy, human beings dignity, human rights patriotism, social justice, devolution, integrity, transparency, peoples' participation, sustainable development and equity among other key principles. Article 10 of the Kenyan constitution does not offer an exhaustive conclusion on what constitutes good governance.

GOK (2010) postulates that under chapter six of the constitution in Article 73 captures essential clauses on integrity and leadership, where it is clear that those in authority should act and/or conduct themselves in manner that is consistent and reflective of the true principles of the constitution. Chapter six of the constitution highlights the need for those in authority to exercise the power bestowed on them in a way that reflects the dignity and respect for the people. In addition, the conduct of state officers should emblem the integrity, dignity, confidence and honor for the holders of office.

To reinforce the need for fair democratic processes for achievement of social justice and democracy, Kenya's new constitution underlines the need for fair and free elections. This is the surest approach to selection and/or election of people to public office based on integrity. The need for impartial elections means that elected individuals should work for people. They should offer services to the citizens in a transparent and accountable manner. Commitment to solving the challenges that people face through fair representation emphasizes the need for office holders to conduct themselves in a disciplined way. The Kenya constitution underscores the need to entrench a culture of ethical leadership at all levels of leadership. This is the key predictor of good governance. Thus, this study was interested to establish how leadership crisis at various levels of decision making has hampered service delivery. Leadership predicament has precipitated a culture of corruption, dishonesty, abuse of power and disobedience to the rule of law. This paper argues that the culture of poor leadership has been passed through generations to the extent that it has now become a norm rather than an exception.

Leaders Characteristics

Ethics define the behaviour and attitude of individuals. Every dimension of behaviour can be explained from the perspective of ethics. "The word ethic is derived from the word of ethos. In Greek, Ethos means character. Whilst character is the basic concept that defines the human being, ethics is the component that explains all attitude and behaviors of the human being." The concept of ethics has been widely used to refer to the accepted code of conduct that defines how individuals behave. Ethics refers to the character, habit and mood of an individual. The personality of an individual is defined by ethics. Humanity is an ethical being from the ontological perspective (Peach & Reddick, 2006).

Management of ethics underlines the need for leaders and their followers to have good relationships that are based on codes of ethics where there is shared communication, opportunities, rights and sources. Organizational leadership should take into consideration all the views of the stakeholders so that the participatory approach focuses on the diversity as a strength compared to it being a weakness. On conducting the business at the organizational level, ethical leadership is central to the creation of social awareness and responsibility so that daily running of organizations borders on the accepted code of ethics and/or conduct (Peach & Reddick, 2006). Regarding the professional life, Peach & Reddick (2006, 23) assert that: “Ethical leadership and professional ethics come to the fore. The distinguishing feature of the professional ethics is that work is carried out within the scope of a code of ethics. It is quite easy to determine what falls contrary to the professional ethics rather than defining what is professional ethics.” Activities are said to be professionally grounded when their procedures adhere to ethical standards. In every profession, ethics define the extent to which organizational goals are realized. The ability by those in authority to influence subordinates using moral force is what is considered as ethical leadership. The utmost distinctive attribute of ethical leadership is the source of the moral force, which defines the power of leadership.

Conceptual Framework

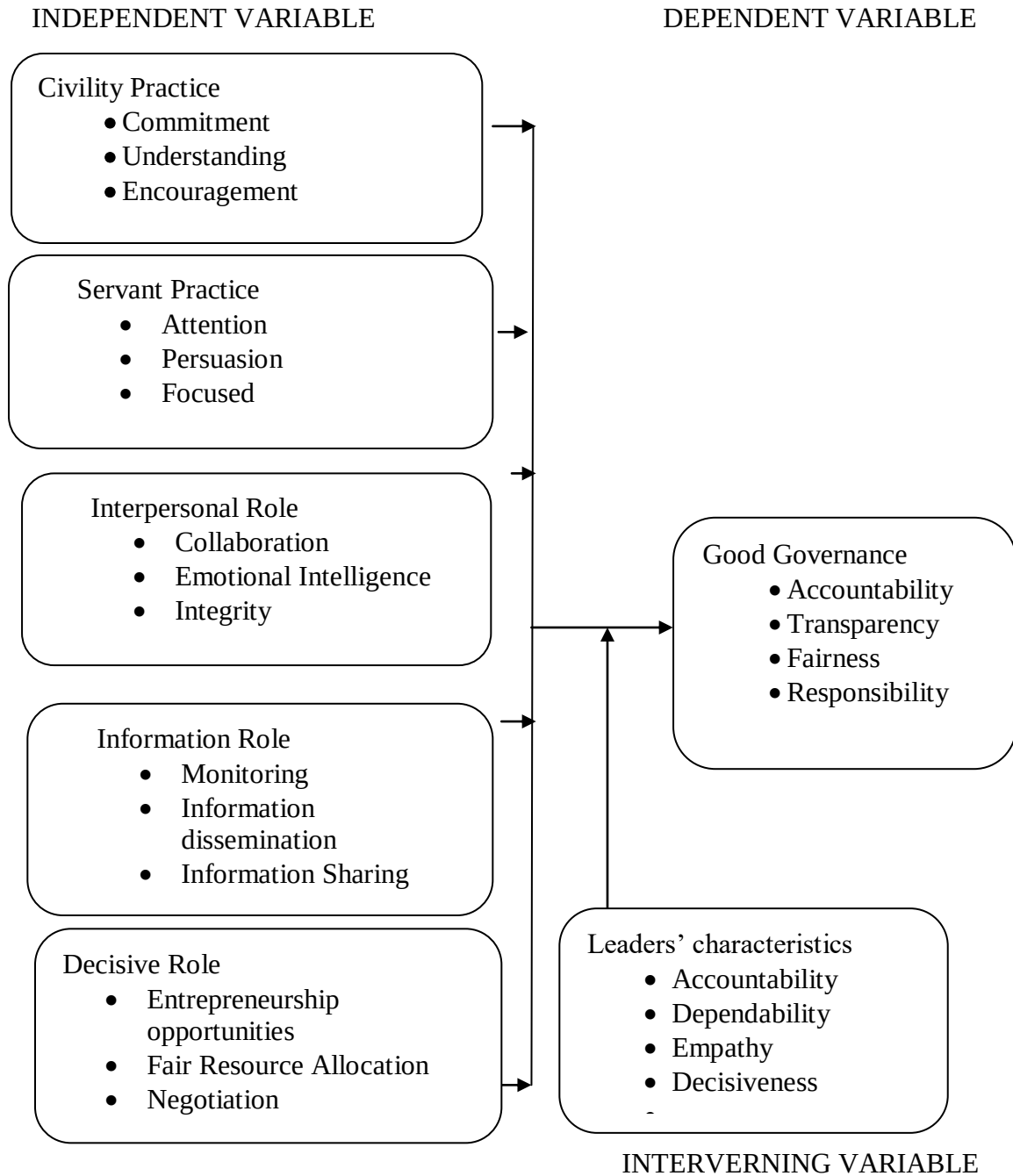


Figure 1: Conceptual Framework

Source: Researcher

Research Gap

The current literature has concentrated on the influence of ethical leadership at the organizational level (Nnablife, 2010; Omoregie, 2012). There is no study that has focused on county governance and how both the private and public institutions can leverage ethical leadership as a basis of underpinning effective governance. There is no study that has been undertaken in Uasin Gishu County. To this end, this study sought to fill the contextual, empirical and conceptual knowledge gaps on the influence of ethical leadership on governance. The reviewed literature in this study presents research gaps. There is no study that provided information on the interplay between ethical leadership and governance. This study bordered on lack of consensus on which variables to use in the measurement of ethical leadership. Scholars use various methodologies to collect and analyze data with a view to answering research questions. Existing studies have used various methodologies where their dependent and predictor variables are different from the current study. In other studies, the intervening variable (leader's characteristics) has been used as a predictor variable. This approach will lead to varied results. Brown et al. (2005) investigated ethical leadership in construct development. The current study sought to establish the influence of ethical leadership practices as an independent variable on governance (dependent variable). The studies by Ondrova (2017) and Rahim et al. (2010) have a narrow approach in terms of scope. They fail to show how organizations can take full advantage of ethical leadership with a view of entrenching a culture of effective governance. Research methodologies determine the saliency of study findings. In this regard, Squazzo (2012) used an exploratory study which is qualitative in nature. The current study seeks to use a descriptive survey design that employs mixed research methods. Focus Group (2016) agrees that bias in qualitative research can affect the validity and reliability of findings.

The concept of ethical leadership, which is a recurring theme in leadership and governance research, continues to be an argumentative subject in terms of description and dimension among researchers. Das, Rao & Reddy (2014) argue that servant leadership is one of the most important components of ethical leadership. Fulmer (2004); Howlett & Ramesh (2016) and Menzel (2017) have concentrated on the essentials of ethical leadership. The approaches employed by the scholars deviate from the current study given that their conceptual frameworks are different from the current study.

Chapter Summary

This chapter detailed review of literature on ethics and governance in relation to leaders. Theories were reviewed with a view to underlining critical theoretical constructs and defined the study. The conceptual framework was applied to identify key concepts, draw relationships and highlight meaningful interactions between the concepts that have emerged from the literature. Empirical literature highlighted how organizations and individuals can integrate ethical leadership into their day – to – day operations by working diligently with appropriate stakeholders. This study adopts components of ethical leadership such as accountability, integrity, leader ethical guidance, people orientation and fairness in measuring perceptions on ethical leadership.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

Chapter three outlines the methodology applied in this study. This chapter details the research philosophy, research design, units of observation, the size of the sample and the procedure to achieve the sample. In addition, the chapter delved into the instrumentation where the questionnaire was pilot - tested to establish validity and reliability. Further to instrumentation, the chapter presents methods of data collection, diagnostic tests and ethical considerations.

Research Philosophy

Research philosophy is the basis of knowledge on which fundamental predispositions of a study are built on (Saunders et al., 2015). The best research philosophy that worked for this prevailing study was pragmatism. The research direction is regulated by research objectives that were developed seeking to answer several questions in the study (Biesta, 2010). Pragmatism is the philosophical aide for the mixed methods approach (Denscombe, 2008). This viewpoint has an advantage. It puts together positivist and interpretive perspectives to create a research outcome. Together with the combined approach, pragmatism helps to greatly improve how accurate the results of data will be. It also gives the research a clearer picture from both quantitative and qualitative data. A person who believes in the positivist perspective of the research philosophy believes in the notion that there is stability in reality. Its observation and description can be done from an objective viewpoint.

A researcher is not supposed to interfere in any way with their topic of study even if that means isolating the phenomenon being studied to ensure that the observation process is done repeatedly. This repetition is as a result of manipulating reality through the variation of a single independent variable to help identify irregularities and create connections between some of the components involved in the study (Saunders, Lewis & Thornhill, 2015). On the contrary, the interpretive perspective to research philosophy states that reality can only be well understood through the process of subjective interpretation. This approach involves the study of phenomenon in their natural environment. It acknowledges the fact that researchers cannot study these particular phenomena without affecting them (Denscombe, 2008). Having looked at both the positivist and interpretive perspectives of research philosophy, it helps one understand why it was important for the study to apply pragmatism because it employed the use of both perspectives for better results.

Research Design

Research design is the scheme connecting the problem that a study tries to conceptualize conceptual research problem to the actual empirical research (Cooper & Schindler, 2013). Research design brings to fore data and methods to be utilized to answer research questions. This study collected information from different populations pertaining to ethical leadership and how it promotes governance in public institutions across Uasin Gishu County. A cross - sectional survey research design was applied. A research design for a particular research problem involves considering various factors, the means with which one will obtain information, the availability and skills of the researcher and the research assistants carrying out the study, the essence and objectives regarding phenomena that is being examined the time and money allocated for the research (Kothari, 2014).

The research design was an important part of this study. It facilitated various research operations which meant that research was done very efficiently and it was easier to gather maximum information without using too much time, effort and money. The design assisted in planning in advance the methods which were going to be used to collect data and the methods to be applied in the analysis of this data without deviating from achieving the intended objectives of the study. The distinct characteristic of a survey research design is its ability to show unique attributes of a big group of people, objects or institutions with the assistance of questionnaires (Jaeger, 1988). The design is appropriate because it has a cross - sectional nature that was helpful to the researcher during the data collection process from the people included in the sample for the purpose of estimating the population parameters. A descriptive survey design made it possible for the study to solicit data from a variety of respondents, thus improving generalizations. A descriptive design enhances the combination of qualitative and quantitative data. Mixed research methods foster scholarly interaction (Wisdom & Creswell, 2013). Studies like this intensively spread to multi sectoral research team by exhorting interaction between qualitative, quantitative and mixed methods researches. Mixed methods have immense flexibility in terms of methodological approach. They are very adaptable to a wide range of study designs that include randomized trials to shed light on any additional information that can only be acquired through quantitative research. Mixed methods reflect on how people inherently gather information through assimilating quantitative and qualitative data.

Target population

Target population is explained as the recognizable whole group or collection of factors that capture the interest of a researcher and related to a specific information problem. The study targeted CECs and Chief Officers.

The study also targeted opinion leaders, clergy/church leaders, chiefs, community leaders, head teachers, health workers, people living with disabilities and members of the public. For the purpose of key informants, the study targeted the Governor, deputy governor, speaker of the county assembly and county secretary. The study targeted respondents from the constituencies of Uasin Gishu County. These are: Soy, Turbo, Kapseret, Kesses, Ainabkoi and Moiben as the first level of sampling before disaggregating to individual wards in each constituency. The total population for the study was 728 respondents as indicated in table 1.

Table 1: Target Population

Category	Population	Percentage
CECs	11	1.5
Directors	11	1.5
MCAs (elected & nominated)	65	8.9
Clergy Leaders	161	22.1
Chiefs	32	4.4
Village Elders	128	17.6
Opinion Leaders	120	16.5
Members of the Public	200	27.5
Total	728	100.0

Owing to the heterogeneity of the target population, the study was constrained to consider and/or target distinct respondents with a view to drawing a sample from the targeted population. Targeting a large population enabled the study to reduce the margin of error. The larger the population sample size, the higher the accuracy level.

Sample Size and Sampling Procedure

Sample size is a specific segment of a population in a statistic whose characteristics are examined to gather information over the rest of a population.

Sampling signifies the process of determining a particular number of subjects from a defined population which represents the rest of that population. Any sentiments shared about a sample should also be able to give a researcher information about the population. It can be argued if the sampling error can be small if the sample being explored is large. This means that the validity of the result will not be questioned. In a situation where external validity is important, it is necessary to carry out purposive sampling from a population that is well defined. The study employed stratified sampling techniques, random sampling with replacement and purposive sampling because of the heterogeneity of the units included. As a result of this, the target population was grouped according to the various categories. Respondents with similar attributes had an equal opportunity to be sampled. The study sought to undertake sampling autonomously in each category. A sample was drawn from a population of 728 who were deemed to have relevant information for this study. The sample size was county government officials such as department directors and CECs. Others included MCAs, chiefs, village elders, opinion leaders and members of the public. The size of a particular sample should not be exceedingly large, nor should it be diminutive. It is advisable that the size of the sample be optimum, in that it meets the requirements of being efficient, representative, reliable and flexible (Kothari, 2004). Stratified random sampling was utilized to collect data from CECs, Departmental Directors and MCAs. Purposive sampling was used to collect data from clergy/church leaders, opinion leaders and village elders. The random sampling technique was used to solicit data from members of the public and/or voters within Uasin Gishu County. The study applied Fischer's formula in determining the number of respondents who formed part of the sample population.

The sample size was arrived at using Fischer's et al. formula at 95% confidence interval shown below:

$$n = p \times q \left[\frac{z}{e} \right]^2$$

Where:

n = required minimum sample size

p = the proportion belonging to the specified category

q = the proportion not belonging to the specified category

z = the value corresponding to the level of confidence required (90% certain=1.65, 95% certain=1.96 and 99% certain=2.57)

e% = the margin of error required

Calculation of the Sample Size

P = 50%, q = 50%, z = 1.96 (95% certain) e = 5% (i.e. within plus or minus 5% of the true percentage, the margin of error that can be tolerated).

$$\begin{aligned} n &= 50 \times 50 \times \left[\frac{1.96}{5} \right]^2 \\ &= 2500 \times 0.153664 \\ &= 384 \end{aligned}$$

The sample size was distributed among the respondents in correspondence to their sizes. This ensured that each cluster/category of respondents has a chance of being represented in this study. Table 2 below shows composition of the calculated sample population.

Table 2: Sample Population

Category	Population	Proportion	Sample Size
CECs	11	$11/728 \times 384 = 5.8$	6
Directors	11	$11/728 \times 384 = 5.8$	6
MCAs (elected & nominated)	65	$65/728 \times 384 = 34.3$	34
Clergy Leaders	161	$161/728 \times 384 = 84.9$	85
Chiefs	32	$32/728 \times 384 = 16.9$	17
Village Elders	128	$128/728 \times 384 = 67.5$	68
Opinion Leaders	120	$120/728 \times 384 = 63.3$	63
Members of the Public	200	$200/728 \times 384 = 105.5$	105
Total	728	-	384

Data Collection Instruments

Semi - structured questionnaires were applied to collect primary data from the selected staffs within departments selected: MCAs, clergy leaders, chiefs and opinion leaders. Questionnaires work best for studies. They help gather information which cannot be observed directly. It is the kind of information that inquires about attitudes, motivations, feelings, accomplishments and personal experiences of the individuals involved. The questionnaire included close and open - ended questions. Open and close - ended questions have different strengths and weaknesses. Blending them worked best for the researcher. It provided an opportunity to utilize the strengths of both and achieve better results. Open - ended questions provide the opportunity to discover more information about a study. A researcher can find a lot of information about their topic of study, but it takes a lot of time to do an analysis. Close - ended questions are easier to analyze. They limit the amount of information a person can gather.

In this study, questionnaires were helpful in collecting objective data. Participants were not coerced nor misled by the study in any way. Questionnaires give the researcher an added advantage as a result of being less costly and the fact that they are not time consuming when a researcher decides to use them as an instrument for gathering information (Saunders, 2003). The data collection instrument provided solutions to the three research questions. It was split into two main sections. The first section was intended to gather general information about the respondents. The second section collected information on the specific objectives of the study.

Pilot Testing

The pilot test is important. It assists the researcher to discover things in advance which could lead to their research failing or giving inappropriate results. It also provides a platform for the researcher to learn if their data collection instruments are suitable or too complex for the study. Through a pilot test, one is able to understand any potential practical problems they may encounter during the data collection process (Cooper & Schindler, 2007). A pilot experiment was implemented using questionnaires to 12 heads of departments in Uasin Gishu County to check for reliability and validity of the questionnaire.

The pilot study was done through random sampling. The pilot test needs to account for 10% of the sample (Cooper & Schindler, 2007). This means that the pilot test in this case meets the recommended percentage. The pilot study revealed that respondents were unable to answer some questions on the survey questionnaire. To ameliorate this challenge, questions that seemed unclear were amended until respondents were able to fill questionnaires for themselves. The pilot study made it possible for the researcher and research assistants understand the entire process of data collection, management and how to utilize available resources.

Through this pilot study, feasibility and acceptability of the study was established. The retention rate for subjects with their consent was more than 90%. The results were used as the foundation to proceed with a full - scale study, where the researcher found that the results of the study had the potential to entrench ethical leadership in organizations.

Validity of the Instruments

Validity refers to the extent to which the results acquired from data analysis are an actual depiction of the phenomena being examined. It is related to how well the variables of the study are represented by data collected (Mugenda & Mugenda, 2003). The study applied the use of both constructs and content validity to establish the credibility of the instrument. Content validity extracts a conclusion from test scores to a large area of items identical to those on the test. The validity of a research's content is interrelated to the representation by the population of the sample. To ensure that the content is valid, the questionnaire was handed out to specialists in the governance and public administration area to provide their opinions and suggestions that could contribute to improving it. Construct validity was enhanced by the analysis of empirical and theoretical literature to help one understand the relevant concepts through the construction of items (variables) based on previous studies.

Reliability of the Instruments

Reliability involves consistency, dependability and replicability of the findings obtained from the study. Reliability measures how stable these measurements are over time and how similar the measurements are in a particular period. When conducting reliability of instruments in a quantitative research, obtaining similar results is standard due to their numerical nature.

In contrast, achieving identical results in qualitative research is demanding and difficult due to subjectivity and narrative form of the data. Reliability is conducted to measure the stability of instruments over time and to ensure that the collected data can be dependable and is consistent.

Pilot study assisted in measuring the accuracy of instruments. The pilot study proved the reliability and constancy of the instruments. Reliability analysis was also conducted using the Alpha coefficient for questionnaires (Cronbach's alpha, 1951). Researchers have applied the Cronbach's alpha to establish the dependability of the data collection instrument, that is, the internal consistency of the instrumentation such as questionnaires.

The coefficients applied to calculate internal consistency range from 0 to 1, where they are applied to offer a description of the factors from scaled and dichotomous questions. Notably, the higher the alpha coefficients, the more reliable an instrument of data collection is. Scholars have provided various thresholds that are considered reliable. Nunnally (1978) stated that coefficients of 0.7 and above are considered acceptable. As indicated in table 3, it is evident that all the coefficients of the items used were above 0.7, thus acceptable.

Table 3 : Pilot Study Results

Scale	Cronbach's Alpha	Number of Items
Civility role	0.933	4
Servant role	0.885	4
Interpersonal role	0.847	4
Informative role	0.908	3
Informative role	0.878	4
Governance	0.874	4

Table 3 indicates that all the items applied in calculating the Cronbach's alpha are within the recommended range of 0 and 1. This signifies that the dependability of the data collection instrument applied in this study was sufficiently reliable. It supported internal consistency of the results. The Cronbach's alpha for the variables are above 0.70. This suggests that the internal uniformity of the questionnaire is excellent. The individual Cronbach's alpha for civility role (0.933), servant role (0.885), interpersonal role (0.847), informative role (0.878) and governance (0.874) was either acceptable, good or excellent.

Data Collection Procedure

Approval for data collection was first sought from PACU and NACOSTI. NACOSTI is a governmental organization that grants permission to organizations and students to legally undertake their research. A formal request letter was delivered to the County Commissioner to seek permission to carry out the research in the County. The drop and pick method was used in data collection. Three research assistants helped to distribute questionnaires to the respondents. The research assistants were taken through training to help them have a good knowledge of the research instrument, the objective of study and the ethics of research. This training was important for the research assistants. They would be able to work faster as a result of having knowledge about what was expected of them. In addition, it gave them a clear understanding of the ethics involved when one is conducting a research activity. This greatly helped in the way they were able to interact with the respondents.

Data Analysis and Presentation

Data analysis is essential to any research activity. It enhances data manipulation to establish trends and patterns through data visualization and development of insights, that is, the implications of the observed trends and how to communicate the results. Data analysis could be referred to as a filter that assists a researcher to acquire insights that are meaningful from a big set of data. It also helps the researcher avoid bias if it is done in an extensive way.

Descriptive Statistics

The study employed quantitative data collection and analysis techniques. Descriptive statistics such measures of central tendency (e.g. mean and standard deviation) were applied to indicate data trends and patterns. Frequencies and percentages were also applied to tally the computations where STATA 13.0 and SPSS 24 software were used to analyze the data and depict variable characteristics. Thematic analysis was also used to analyze qualitative data or the sections of the data which were collected from the open - ended questions, where this data was presented along quantitative data. Data was presented using tables, figures/diagrams and in prose form.

Inferential Statistics

A multiple regression equation was used to measure the relationship between ethical leadership practices (predictor variable) and governance (outcome variable). Multiple linear regression analysis determines if a group of variables can forecast a particular dependent variable and, in the process, try to intensify how accurate the estimate is (Mugenda & Mugenda, 2003). In this case, the regression model was outlined as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:

Y is the dependent variable (governance)

Independent variables, which include:

X_1 = Civility role

X_2 = Servant role

X_3 = Interpersonal role

X_4 = Informative role

X_5 = Decision role

α = the constant

β_0 is the Y - intercept,

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are the regression coefficients of the variables which is ethical leadership

ε is the error term.

The multiple regression equation above helped compare the relationship between one continuous dependent variable and two or more independent variables. In this case, the study compared governance as the dependent variable and leadership practices as the independent variable in order to determine the extent to which leadership practices affect governance. The leadership practices were broken down into various roles which included civility role, servant role, interpersonal role, informative and decision role.

In the process of determining how these variables affect each other, the study intended to establish the influence of ethical leadership on governance. The study also helped the researcher explore the various challenges that affect leadership practices in relation to governance and eventually provide recommendations on what can be done to improve the situation. Multiple regressions assisted in exposing various loopholes and provide insights in patterns between these variables that might go unnoticed.

Ethical Leadership Scale (ELS)

Respondents' perceptions on the ethical leadership behavior of their direct authority were measured using a modified ELS, adopted from Brown et al. (2005). Brown et al. (2005) developed ELS to quantify perception of Ethical Leadership in Organizations. Ethical leadership is founded on Social Learning Theory, which gives importance to the role of shaping and underpinning of behaviour through punishment and reward (Bandura & McClelland, 1977). The modified ELS applied in the study included 26 items on a five - point Likert scale with higher scores indicating good ethical leadership. The 26 items captured information on different aspects of ethical leadership behavior: Integrity; peoples' orientation; fairness; accountability and ethical guidance. The 26 items were reduced to five components through the use of exploratory factor analysis with orthogonal varimax analysis. The factor loading (the correlation coefficient for the variable and factor) was considered as the key criterion for grouping the items in five clusters (Integrity, peoples' orientation, fairness, accountability and ethical guidance. The five components from the factor analysis were used to generate an overall ELS. The ELS index was generated from the five components through assigning weights on each component. The final ELS index ranged from zero to one, with zero indicating poor ethical leadership behavior and one indicating good ethical leadership behavior.

Diagnostic Tests

The research adopted diagnostic tests such as multicollinearity and normality tests to confirm the quality of the data.

Multicollinearity

Multicollinearity denotes a situation where two or more predictor constructs in a multiple regression model exhibit high linear relationship. Multicollinearity does not pose a serious challenge in undertaking data analysis. It has the potential of causing serious data sensitivity where coefficient estimates are sensitive to slight changes in the model thus increasing variance, causing the estimates to be very sensitive to the smallest of changes in the model. The final coefficient estimates results are ambiguous. They become daunting to interpret. To measure the correlation of the coefficients, Pearson correlation is applied where it shows the strength and direction of the relationship. The strength is scaled between 0 and +1 or 0 and -1. The positive or negative sign shows the direction of the relationship. The problem of multicollinearity is identifiable when the correlation coefficients are +0.8 or -0.8.

Normality

Normal distribution of data is central to conducting analysis, specifically when undertaking inferential statistics. Thus, normal data distribution tests seek to establish the extent to which random data variables are likely to be well modelled and take a normal distribution. Normality tests were conducted to establish whether the collected data assumed the shape of the normal curve, that, data coalesced around the mean. Normal data distribution emblems the characteristics of the population where it was drawn from. This suggests that normality of data could be assumed in research data when the sample distribution is normally shaped and emanated from a population that is normally distributed. If the sample is normally distributed, the population from which it came will be normally shaped. One could assume normality in the research data.

Kolmogorov - Smirnov and Shapiro -Wilk tests were used to established the normality of the data. Explanatory factor analysis was applied to reduce items when constructing the ELS.

Heteroskedasticity Test

Baum & Lewbel (2018) state that the values of the predictor variable should not change/alternate at the same time the variance term changes. This violates the rule of data analysis where the variance of the error term should be constant even though the predictor variable's values are varying. The White test statistic was applied to establish the extent to which the variable of the error term remained constant. To achieve this end, the sum of the errors was expressed as a function of the predictor variables. This was regressed through the LOS method. If there is no heteroskedasticity in the model, it is expected that all the coefficients will be equivalent to zero.

Autocorrelation Test

The Durbin - Watson test was used to test for autocorrelation in this study to establish autocorrelation among the predictor variables. The Durbin - Watson statistic was 1.95 (approximately 2.0).

Skewness and Kurtosis

Skewness refers to the extent to which there is a lack of symmetry in normal distribution of data. Skewness from a symmetrical distribution is 0. It can either be positive or negative. Positive skewness is illustrated by the length of the line on the right side of a distribution being longer than that on the left side in a line graph. Negative skewness is shown by the length of the line on the right side being shorter than that on the left side (Kothari & Gard, 2014). Kurtosis is used to give a description how pointed a peak is in a distribution's curve (Bryman, 2006).

This study used skewness and kurtosis to demonstrate that there is a normal distribution of the independent and dependent data set.

Ethical Consideration

Research ethics refer to the appropriate behavior of a researcher in relation to the rules that govern the institution in which their research is supposed to be delivered (Wells, 1994; Zikmund, 2010). Every institution and organization has a particular standard of behavior that people are supposed to strictly adhere to. An ethical framework for research limits researchers from exploiting any information they come across to their own advantage (Emanuel et al., 2003).

PAC University has a handbook that consists of guidelines on how students are supposed to submit their theses without plagiarizing another individual's work. In the handbook, all the consequences that come with plagiarism are listed. The student will not be the only one liable for copyright infringement, but the university too. Instructors always remind students cite following the guidelines listed in the PAC University Academic Journal. For this thesis, this is one of the areas that the researcher was keen about.

Respondents who participate in a study need to be allowed to exercise their autonomy as much as possible. This includes the right to confidentiality and privacy. Privacy refers to the control over timing, extent and circumstances of self sharing either behaviorally, physically or intellectually sharing with others (Committee on National Statistics, 2000). Maintaining confidentiality and privacy protects participants from all or any possible situations that could mess up their lives. Such situations include psychological harm like embarrassment or distress and social harm like the loss of employment.

Confidentiality is treating the information disclosed by an individual as private and not sharing it with others without permission (Palys & Lowman, 2014). Respondents are usually made aware of the various actions involved in protecting the confidentiality of the data and everyone who may have access to the information. This is supposed to help them decide whether the precautions put in place are efficient before they can accept to give out information. Some respondents usually choose to stay anonymous should they decide to be participants in the study. The respondents in Uasin Gishu County were assured that their identities would not be shared and the information that they gave was only going to be used for research purposes.

In conclusion, a researcher, the participating respondents and clients or consumers of a research have to be protected from any adverse research consequences (Cooper & Schindler, 2010). It was important that ethical issues were strictly followed while carrying out this study. As stated above, informed consent, voluntary participation, confidentiality and anonymity are all aspects of ethics in research which were very strictly adhered to in order to avoid dealing with consequences that could result in the researcher losing content or breaching any ethics. In this study, the researcher remained objective, presented the true findings of the research and is planning to use the research results for academic purposes only.

Summary of the Chapter

This chapter presented the research methodology that was used in this study. This chapter detailed the research philosophy, research design, units of observation, the size of the sample and the procedure to achieve the sample. In addition, the chapter inquired into the instrumentation where the questionnaire was pilot - tested to establish its validity and reliability.

Further to instrumentation, the chapter presented methods of data collection, diagnostic tests and ethical considerations. Likewise, the study discusses how data was analyzed and presented. The various methods of data analysis and presentation are explained in detail, with reasons why each method was chosen. The instruments of data collection and procedures are also well highlighted. Data analysis and presentation methods have also been well explained with explanations given on how the data collected was analyzed to achieve the required results.

CHAPTER FOUR: FINDINGS AND DISCUSSION

Introduction

The study employed a cross - sectional survey research design to find out the relationship between ethical leadership and county governance in Uasin Gishu County. The questionnaires were distributed and collected from 352 respondents. Data collected for the four study objectives was analyzed using STATA and SPSS descriptive statistics such as frequencies and percentages. Inferential statistics comprised of t - test, correlation and multiple regression analysis. The data was further thematically organized and visualized using tables and graphs to show the relationships amongst the study variables.

Respondents' perceptions on ethical leadership attitudes of their immediate authority were examined using modified ELS which was adopted from Brown et al. (2005). ELS was incorporated in data analysis to indicate various domains of ethical leadership. The study adopted components of ethical leadership such as accountability, integrity, leader ethical guidance, people orientation and fairness in measuring perceptions on ethical leadership. The modified ELS scaled used consisted of 26 items on a five - point continuum (1 = no extent; 5 = very great extent) with the higher scores indicating good ethical leadership. The items used captured indicators that can be used to measure ethical leadership for formal and informal working sectors despite the level or rank of operations. The 26 items captured information on different aspects of ethical leadership attitudes which included integrity, people orientation, fairness, accountability and ethical guidance. The 26 items were reduced to five components through use of exploratory factor analysis with orthogonal varimax analysis. The factor loading was considered as the key criterion for grouping the items in five clusters.

The study used SPSS and STATA computer aided software in data management. The use of ELS enabled the study to understand the overall perceptions of the respondents on their leaders notwithstanding the authority that their leaders enjoyed and/or occupied.

Response Rate

From the survey, a representative sample of 384 respondents was used for the study. The research collected 352 questionnaires which were properly filled. This represented a response rate of 91.7% of the sampled 384 respondents as shown in Table 4. Some of the respondents that did not return their questionnaires gave various reasons such as of lack of time to fill them and misplacement. Others requested respondents claimed that such information was private and that they were not sure if the results would be used for academic purposes only. There seemed to be lack of consensus among scholars on the appropriate threshold response rate for data analysis. The response rate should be above 50%. This is deemed appropriate satisfactory and adequate for data analysis (Nachmias et al., 2004). Morris (2008) adds that 60% response rate is adequate for social studies. This supports reaching of conclusions. A response rate of 91.7% was considered to be very adequate. It was above 50%. This provided enough information for analysis and drawing of conclusions.

Table 4: Response Rate

Category	Frequency	Percentage
Response	352	91.7
Non-Response	32	8.3
Total	384	100.0

Reliability Analysis

To ensure that the data collection instrument collected reliable information, internal consistency of the questionnaire was established using Cronbach's alpha.

A Cronbach coefficient of .771 indicates that the data collection questionnaire was reliable. To support this finding, Gliem & Gliem (2012) recommend that Alpha value should be 0.7. The findings in the table below indicate that the five scales were reliable. Their reliability values surpassed a threshold of 0.7. This illustrates that the study instrumentation was reliable.

Table 5: Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.771	.796	5

Demographic Characteristics of the Respondents

There was possibility that the profile of the respondents was likely to influence their perception on the influence of ethical leadership. The profiles covered in this study were: Gender of the respondents, level of education, years of public service, sector serving and the position held. The questionnaire was only administered to respondents above the age of 18 years.

Gender of the Respondents

The study sought to establish the gender distribution of the respondents as outlined in Table 6. From the analysis of the collected data, 208 male respondents represented 59.1% of the total respondents. There were 114 female who represented 40.9% of the respondents that the researcher was able to collect data from. A higher response rate for male was attributed to their availability and willingness to provide information for the study. A larger percentage of male enjoy positions of power in the society such as youth leaders, clergy representatives and opinion leaders.

Table 6: Gender of the Respondents

Gender	Frequency	Percent
Male	208	59.1
Female	144	40.9
Total	352	100.0

Level of Education

Data relating to the level of education was collected. It was believed that the level of education and ethical leadership are correlated. The level of education would enable the researcher to deduce its influence on the extent of how respondents understand ethical leadership from the governance perspective. Education was considered important. It is assumed that education liberates an individual to select between right and wrong, that is, to either make decisions that are ethically grounded or go against ethically accepted standards of the society.

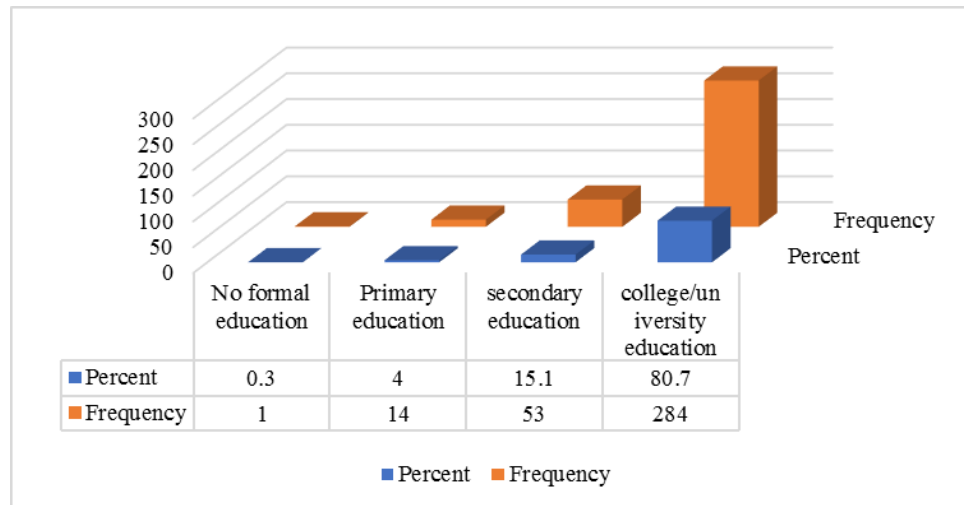


Figure 2: Respondent's Level of Education

As indicated in figure 2, majority (80.7%) of the respondents had college/university education, while 15.1% had secondary education, whereas 4.0% and 0.3% had primary and no formal education respectively.

A higher response rate for college/university education was attributed to respondents who worked in various sectors of the economy within Uasin Gishu County. Filling of the questionnaire depended on respondents who had adequate knowledge on ethical leadership and its application in enhancing transparency and accountability in both private and public institutions. Respondents with college/university education enhanced the scope of responses. This cluster of respondents provided suggestions and/or recommendations that can be leveraged as a basis of entrenching ethical leadership within governance structures of county governments.

Years of Public/Community Service

The study sought to establish the years of community/public service. This enabled the researcher to deduce the relevance of the respondents' experiences from the perspective of ethical leadership. The study sought to hear from the 'horse's mouth' on the influence and effectiveness of ethical leadership. Analysis of the collected data was tabulated in figure 3.

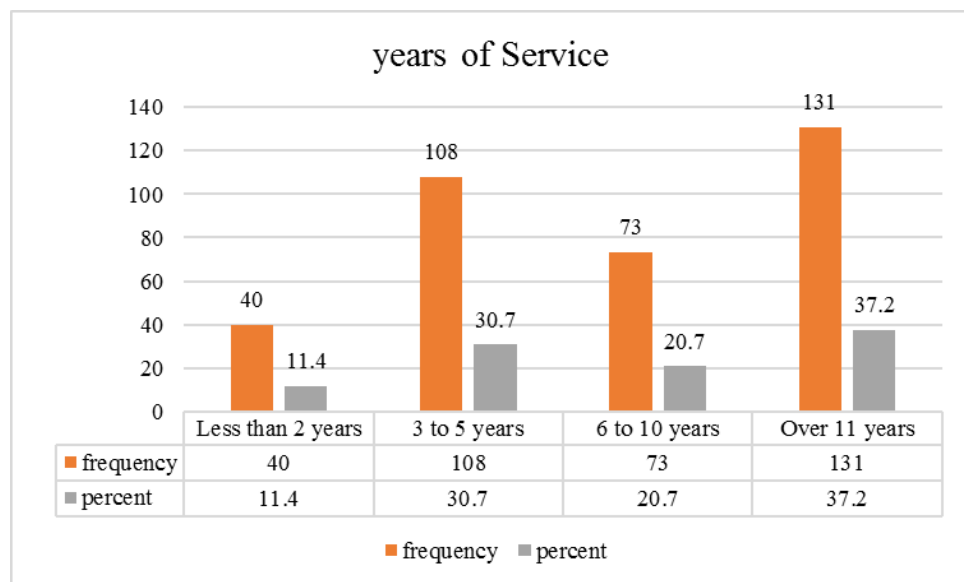


Figure 3: Respondent's Years of Public/Community Service

Majority (37.2%) of the respondents had served the public service and/or community for a period of over 11 years. Nearly a third (30.7%) had served the community/public service for a period of 3 to 5 years, whereas 20.7% and 11.4% had served the public service/community for a period of 6 to 10 years and less than 2 years respectively. A higher response rate for above 11 years was credited to the fact that the study targeted respondents with in depth information vis – a - vis how ethical practices can be applied to entrench transparency and accountability in Uasin Gishu County and the possible generalization of the results to other counties and/or sectors.

Sector of Service

The study sought to establish the various sectors which respondents. This enabled the researcher to gather data from various entities with a view to increasing the generalizability of the results. Analysis of the collected data was presented in table 7.

Table 7: Sector of Service

Sector	Frequency	Percent
Administration	48	13.6
Agriculture	11	3.1
Business	13	3.7
Clergy	51	14.5
Community	70	19.9
County Government	24	6.8
Education	73	20.7
Health	12	3.4
Public Service	50	14.2
Total	352	100.0

Majority (20.7%) of the respondents served in the education sector. This was closely followed by 19.9% of respondents who served the community in various capacities such as village elders, opinion leaders, youth representatives and chairpersons of various community - based organizations. On the other hand, 14.5% of the respondents were religious leaders of various religious outfits and titles such as parish ministers, pastors and catechists among other religious designations. In addition, 13.6% of the respondents served as administration officers. Some of their job designations included chiefs and sub-chiefs, while 14.2% of the respondents were public service employees who included but not limited to registrars of persons, human resources and accountants. In the health sector, there were 3.4% respondents. The county government had 6.8% of the total response rate, whereas 3.7% were in business.

A higher response rate for education sector can be attributed to the place of teachers and the education stakeholders in the society. Most of the opinion leaders in the society are teachers. The study targeted them with a view to collecting in - depth information.

Descriptive Statistics

Determination of Level of Ethical Leadership in Uasin Gishu County

Respondents' perceptions of their leaders in terms of ethics were measured using ELS. The modified ELS scaled used consisted of 26 items on a five - point continuum (1 = strongly disagree and 5 = strongly agree) with the higher scores indicating good ethical leadership. The items used captured indicators that were used to measure ethical leadership for both formal and informal working sectors despite the level or rank of operations. The 26 items captured information on different aspects of ethical leadership behavior which included integrity, people orientation, fairness, accountability and ethical guidance. The 26 items were reduced to five components through use of exploratory factor analysis with orthogonal varimax analysis. The factor loading was considered as the key criterion for grouping the items in the five clusters. The factor loadings for the ELS are shown in Table 8 and demonstrate a clear distinction among the items. Table 8 represents statements that were used in calculating the degree of ethical leadership behavior in Uasin Gishu County. The statement focuses on different sectors that influence the ability of a person to be considered ethical or unethical. The study further calculated the mean score for each statement. To improve the results presentation, the statements were further categorized into fewer groups as per factor loading using exploratory factor analysis as indicated.

Table 8: Items used calculating Ethical Leadership Scale

ITEM	MEAN	SD
1. My organization encourages ethical leadership to promote good governance	3.229	1.132
2. My immediate leader is committed to organizational success and possess moral knowledge on ethical issues	2.99	1.121
3. My immediate leaders encourage employees to be more civic and engage more in serving public to meet the intended objective	2.986	1.124
4. For effective governance, leaders should understand individual in order to optimize effectiveness of virtual collaborative teams	2.994	1.223
5. Ethical leaders take time to give full attention to the serving people to ensure the service is delivered to how it is intended	2.915	1.161
6. Most of public servants are more citizen focused to ensure the organization they lead are governed well	3.087	1.149
7. The leader should depend on persuasion rather than coercion to gain the support of each person served	2.859	1.172
8. A public servant usually has responsibilities for liaison with shareholders and the government registration body to ensure the set policies provided are followed	2.855	1.138
9. Public servants should have strong emotional intelligence that enable them to understand what motivates employees and how they use their knowledge to achieve the best results	2.773	1.253
10. Public leaders hold themselves with integrity since they are figure head in the organization thereby ensuring the organizations run smoothly	3.961	0.900
11. Ethical leaders in public institutions monitors the daily operation of the organization to ensure the operation are done in accordance to the	3.920	0.876

mandates of the organizations’

12. Public servants ensure that they disseminate the critical information between the government and the shareholders to ensure any information necessary is available to the public	2.994	1.250
13. Leaders ensure that they convey information that is necessary between the government authority and the public	3.929	0.956
14. Public servants ensure that they identify entrepreneurship opportunity that the public institution can exploit for the benefit of the government and public in general	4.014	0.925
15. Leaders ensures that resources are allocated fairly to the beneficially without discrimination	3.811	0.893
16. Public servants act as the negotiator on behalf of the government and public in general in all critical engagement that their institution is concerned	3.869	0.893
17. Public servants are clear about levels of accountability within the organization	2.745	1.193
18. Ethical leaders adopt a transparent leadership style that help employees get to know you, understand the decisions leaders make, and feel more connected to the organization	3.795	0.973
19. Public servant leaders who exercise fairness learn about the strengths and talents of their team members and work to engage them	3.872	0.939
20. Public servant leaders understand that leadership is responsibility not power and take responsibility for their actions which includes both failures and successes.	4.458	0.701
21. Public officers developing administrative practices /processes which promote ethical value	4.166	0.804
22. Strengthening the competence of ethos in civil servants and	2.731	1.374

strengthening professional ethics

23. Anticipating threats to ethical standards and integrity in the public sector	4.238	0.844
24. Public servant upholding the constitution and the laws	4.450	0.766
25. Leaders in the public service maintain and strengthen the trust of the public and confidence in government institutions	3.958	0.932
26. Leaders in public institutions demonstrate the highest standards of professional competence	3.094	1.097
27. Average		3.488

SD = standard deviation

Ethical Leadership Scale (ELS)

According to Kalshoven et al. (2011), the use of ELS was found to be efficient in this survey. In representing the construct of ethical leadership it was able to give the levels and the scales necessary to determine the depth of the problem. It is essential for researchers to possess tacit knowledge on what constitutes ethical leadership and how to appropriately measure it. Domains of the contract of ethical leadership borders on trustworthiness, showing compassion to others, ethical leadership standards, reward distribution, honesty and fairness (Mahsud et al., 2013). This section is split into different components. The study starts by grouping the statements into five categories through exploratory factor analysis. This was achieved by considering the loading of the statements into different components and later giving them proper names that could be used to identify them during analysis. The names identified included: Accountability, integrity, leader ethical guidance, people orientation and fairness. The results from five components for factor loading are as illustrated in Table 9.

Construction of ELS

Table 9: Loading of the statement under different components

Items	Loadings
Accountability	
Public servants should have strong emotional intelligence that enable them to understand what motivates employees and how they use their knowledge to achieve the best results	0.185
Public servant ensures that they disseminate the critical information between the government and the shareholders to ensure any information necessary is available to the public	0.196
Public servant leaders understand that leadership is responsibility not power and take responsibility for their actions which includes both failures and successes	0.182
Public servant usually has responsibilities for liaison with shareholders and the government registration body to ensure the set policies provided are followed	0.210
Develop administrative tendencies and processes which promote ethical norms and integrity	0.211
Leaders ensures that they convey information that is necessary between the government authority and the public	0.216
Leaders in public service uphold and strengthen public's trust and confidence in governance	0.225
Public servants act as negotiators on behalf of the government and public in general in all critical engagement that their institution is concerned	0.223
Public servants are clear about levels of accountability within the organization	0.223
Expecting particular threats to ethical standards and integrity in the public sector	0.213
Public servant upholding the constitution and the laws	0.216
Developing the ethical competence of civil servants and strengthening mechanisms to support professional ethics	0.236
Integrity	
Public leaders hold themselves with integrity since they are figure head in the	0.277

organization thereby ensuring the organizations run smoothly	
Ethical leaders in public institutions monitors the daily operation of the organization to ensure the operation are done in accordance to the mandates of the organizations'	0.200
Ethical leaders adopt a transparent leadership style that help employees get to know you, understand the decisions leaders make, and feel more connected to the organization	0.265
Leaders in public institutions demonstrate the highest standards of professional competence	0.269
Ethical guidance	
Public institutions require a leader who is committed to organizational success possess moral knowledge on ethical issues	0.323
Does your organization encourage ethical leadership to promote good governance	0.409
Leaders encourage employees to be more civic and engage more in serving public to meet the intended objective	0.218
The leader should rely on persuasion rather than coercion to gain the support of each person served	0.271
People Orientation	
For effective governance, leaders should understand individual in order to optimize effectiveness of virtual collaborative teams	0.244
Ethical leaders take time to give full attention to serving people to ensure the service is delivered to effectively	0.267
Most of public servants are more citizen focused to ensure the organization they lead are governed well	0.2682
Fairness	
Public servant ensures that they identify entrepreneurship opportunities that the public institutions can exploit for the benefit of the government and also for public gain	0.254
Leaders ensures that resources are allocated fairly to the beneficiaries without discrimination	0.376

Public servant leaders who practice fairness learn about and understand the strengths and talents of their team members and work towards engaging them 0.266

Ethical Leadership Score

The five components from the factor analysis were used to generate overall Ethical Leadership Score. The Ethical Leadership Score index was generated from the five components through assigning weights on each component. The final Ethical Leadership Score index ranged from zero to one, with zero indicating poor ethical leadership behavior and one indicating good ethical leadership behavior. The mean for ethical leadership and the score for all the five components were generated (See table 10). The overall ethical leadership score had an average score of 0.499 with an SD = 0.139.

Table 10: Means, Standard Deviations, and Correlation Coefficients of Measures

Variable	Observations	Mean	SD
Accountability	352	0.503	0.228
integrity	352	0.453	0.165
guidance	352	0.481	0.158
People orientation	352	0.521	0.112
Fairness	352	0.555	0.131
Ethical leadership score	352	0.499	0.139

Note: SD = standard deviation

Contribution of each score to ethical leadership

Through a pie chart, the result demonstrates that fairness contributed most (22.09%) to the overall ELS (Figure 4). This shows that leaders who embraced fairness in their operations are more ethical. Fairness encourages equity in sharing of the public resources. People orientation came in as the second domain based on its contribution to ethical leadership scale. This domain contributed an average of 20.73 percent to the overall ethical leadership domain.

The third one was accountability domain with an average contribution of 20.01 percent followed by guidance at 19.12 percent. Integrity came in last with an average of 18.04 percent.

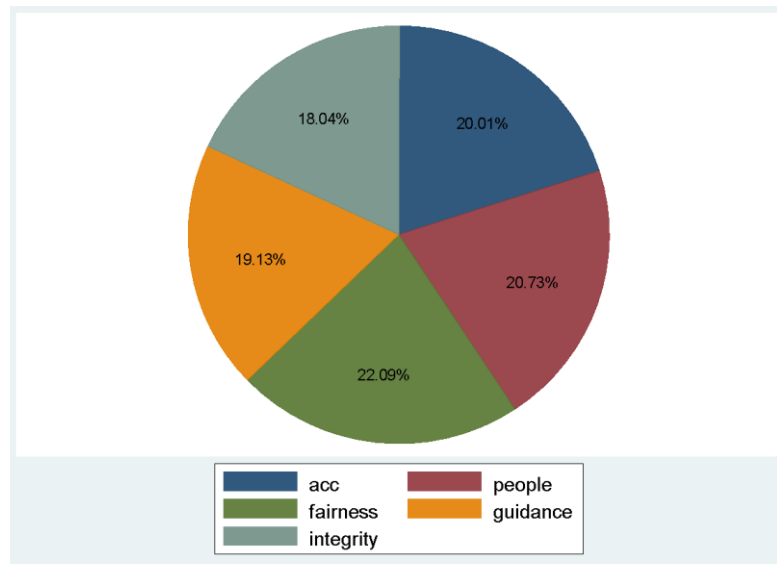


Figure 4: Contribution of different components to the ethical leaders

Gender of the respondents had a negative and significant ($p > 0.081$) relationship with ethical leadership. This result suggests that men leaders were perceived less ethical compared to women. The marginal effects further suggest that increase in chances of having a male leader was perceived to lower the likelihood of having ethical qualities within an organization by 1.4%.

General characteristics of the respondents disaggregated by ethical leadership

According to analyzed data as indicated in figure 5, 42% (146) of the respondents perceived their immediate authority to be ethical leaders. The remaining 58% (206) perceived their leaders as non - ethical. The study was seeking to determine the distribution of the gender of the respondents by ethical leadership as shown in figure 5. Majority (61%) of the respondents who perceived their leaders as ethical were female, while 39% of the respondents who viewed their leaders to be ethical were male.

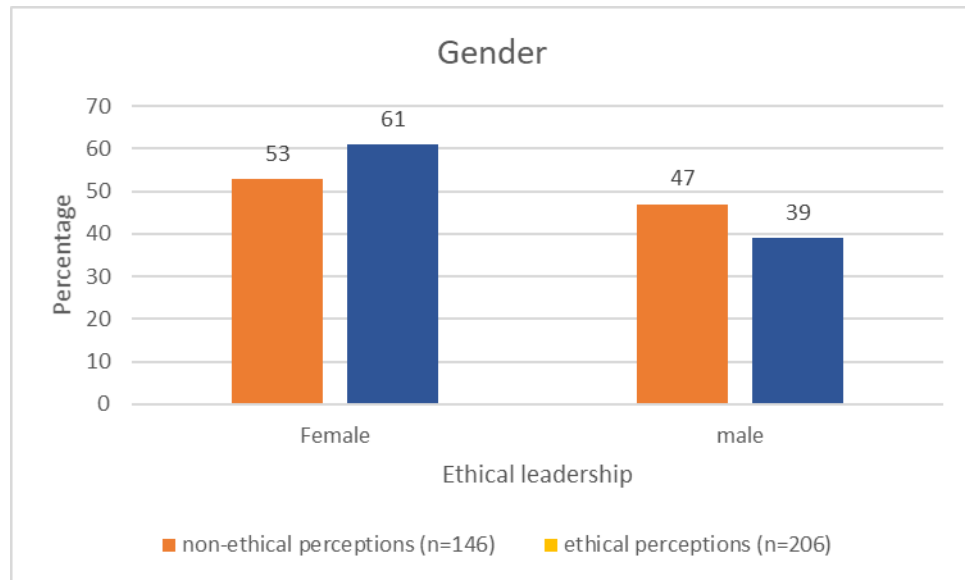


Figure 5: Ethical leadership by gender

The same scenario appears among leaders perceived as non – ethical. Majority (53%) of the respondents who viewed their leaders to be non - ethical were female compared to 47% of male respondents. Overall, there was no major difference by gender ($p = 0.109$) between those leaders who were perceived as ethical compared to those perceived as non - ethical. This shows that the perception ethical leadership is not a preserve of gender. Most respondents who perceived their immediate authority as ethical were younger with an average age of 33.78 years compared to 37.71 years. This could be attributed to the ability of young leaders to be innovative and ready to embrace new approaches in day – to - day management of their organization or business operations.

Table 11: General Characteristics of the Respondents and Indicators of Leadership

Variable		Ethical perceptions (n=206)		Non-ethical perceptions (n=146)		T-value	P-value
		Mean	Std. Dev.	Mean	Std. Dev.		
Age respondent (years)		33.78	9.42	37.71	9.36	-3.955***	0.000
Total years in employment		13.81	2.72	8.14	3.10	5.496***	0.000
Number of trainings		3.73	0.83	1.78	0.76	-0.585	0.019

Note: *, ** and *** denote significance level at 90%, 95% and 99%, respectively

There was a substantial difference at one percent level between levels of experience (years in employment) between respondents who perceived their immediate authority as ethical and those perceived as non - ethical (Table 11). Respondents who viewed their leaders as ethical had an average of 13.81 years of working experience compared to 8.14 for the case of those who perceived their leaders as non - ethical. This suggests that respondents who perceived their leaders as ethical had more knowledge and work experience.

The difference in the number of trainings a leader had obtained in the last one financial period was significantly different at five percent level between the respondents who perceived their leaders as ethical compared to those who viewed their immediate authority as non - ethical. On average, respondents who perceived their immediate authority as ethical had attended an average of four (3.73) trainings per year compared to two (1.78) for the case of those who perceived their leaders to non - ethical. These results demonstrate the importance of trainings in developing the leadership skills of the leaders.

They can make informed decisions in day – to – day running of their management activities coupled with ensuring efficient and transparent communication with other stakeholders in their workplace. Further distribution of the working experience demonstrates that respondents who perceived their immediate authority as non - ethical were mostly the age category of over 10 years at 40 percent, followed by the age category of 3 - 5 years, then 6-10 years with the least being between less than two years (Figure 6).

For the case of respondents who perceived their leaders as ethical, most (35%) of the respondents had more than 10 years of working experience, followed by 3 - 5 years working experience at 33 years, then 6 - 10 years working experience at 22% and finally less than 2 years working years at 10%. This result demonstrates more variation of respondents who viewed their leaders as ethical versus respondents who viewed their leaders as non - ethical by level of experience. There was a significance relationship ($p = 0.098$) between ethical leadership and the number of years in public services.

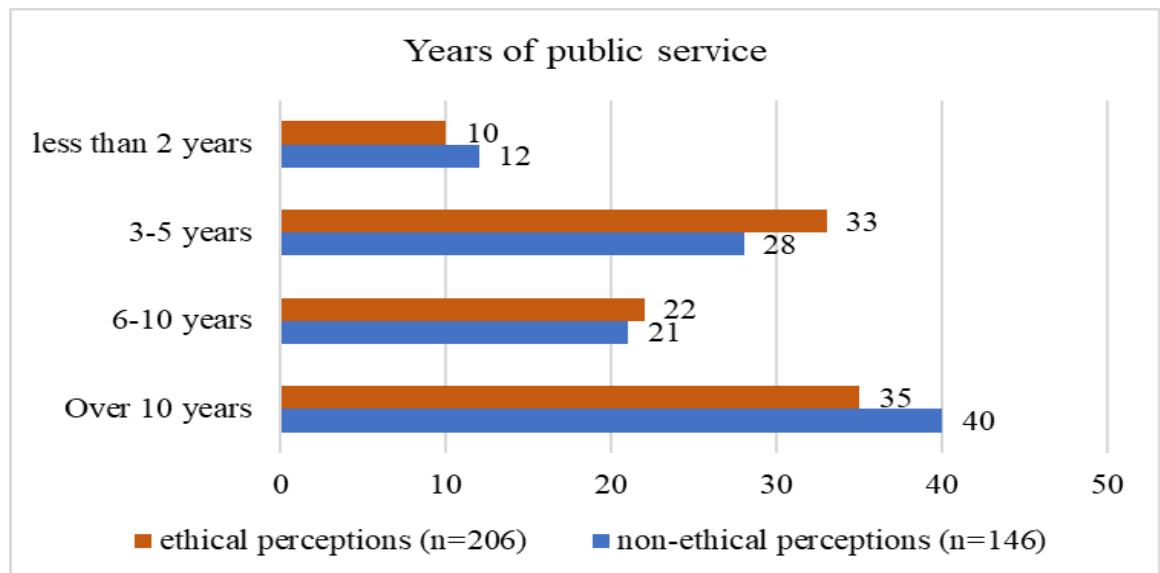


Figure 6: Ethical leadership by working experience

The Perception of respondents on the Institutions Supporting Ethical Leadership

Regarding the perception on institutions supporting ethical leadership, majority (54%) of the respondents who considered their leaders to be ethical had positive perception of existence of such a policy in their work environment compared to respondents who viewed their immediate authority as non - ethical leaders (Figure 7). This was significantly different from respondents who viewed their leaders as non - ethical, where majority (61%) perceived that their institutions did not support ethical leadership.

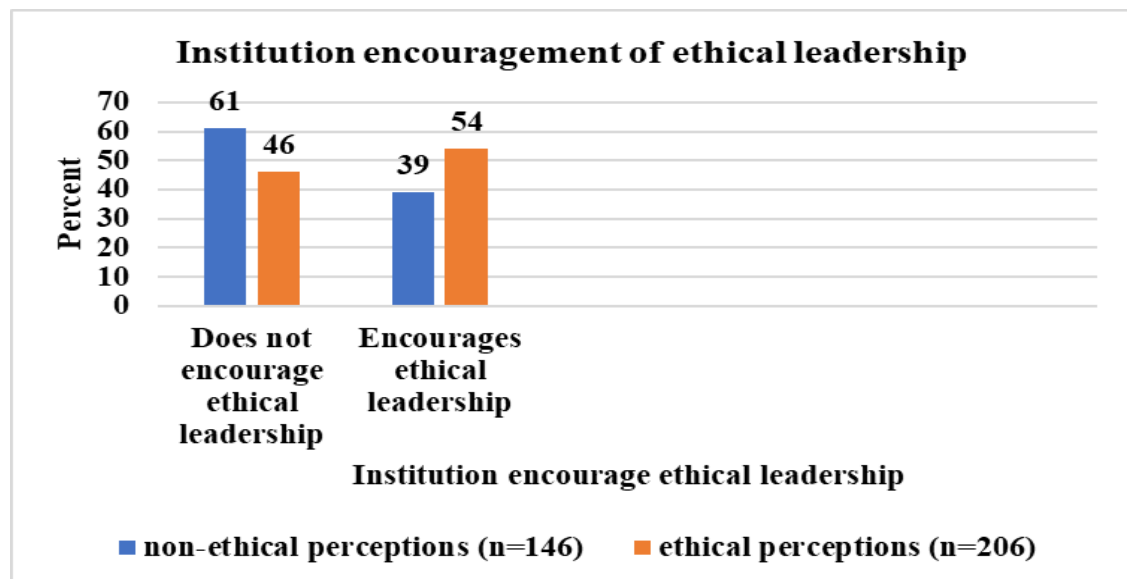


Figure 7: Institution encouragement of ethical leadership

Ethical leadership by location of workplace

Majority of respondents who viewed their leaders as non - ethical were in urban (47%) and peri - urban (47%) areas, with only a few working in the rural areas at 6%. For the case of the respondents who viewed their leaders as ethical, majority (44%) were in the peri - urban and rural (31%) areas with just a few working in the urban (25%) areas.

Overall, there was significant relationship between region of operation between respondents who recognized their leaders as ethical and respondents who viewed their leaders as non - ethical at 1% level as demonstrated in figure 8. This shows that respondents who identified their leaders as ethical are in relatively rural or peri - urban areas. This could have been influenced by the culture and way of life of rural dwellers who mostly come from one community compared to urban areas which tend to be metropolitan.

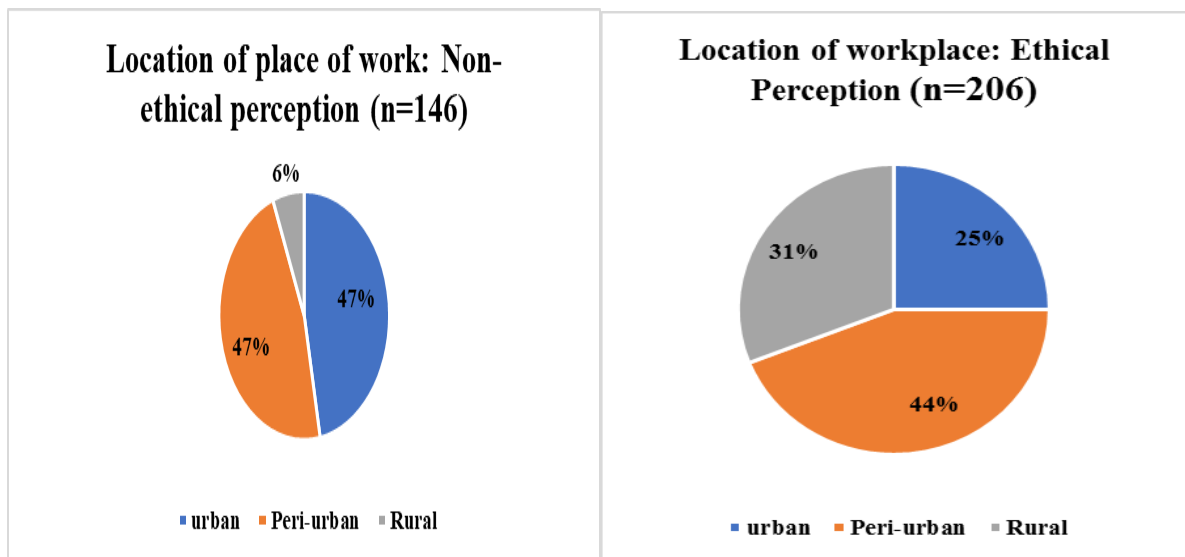


Figure 8: Location of place of work

Ethical leadership by level of education

The distribution of the education level of the respondents by ethical leadership illustrates that there was no significant relationship between respondents who perceived their leaders as ethical or non - ethical by education level (Figure 9). Majority of the leaders had tertiary level of education. These results demonstrate the important role that education plays in the leadership positions on county governance. High level of education enables leaders to understand ethical leadership from the governance perspective.

However, education may not liberate an individual to choose between what is right and what is wrong, that is, to either make decisions that are ethically grounded or go against ethically accepted standards of the society.

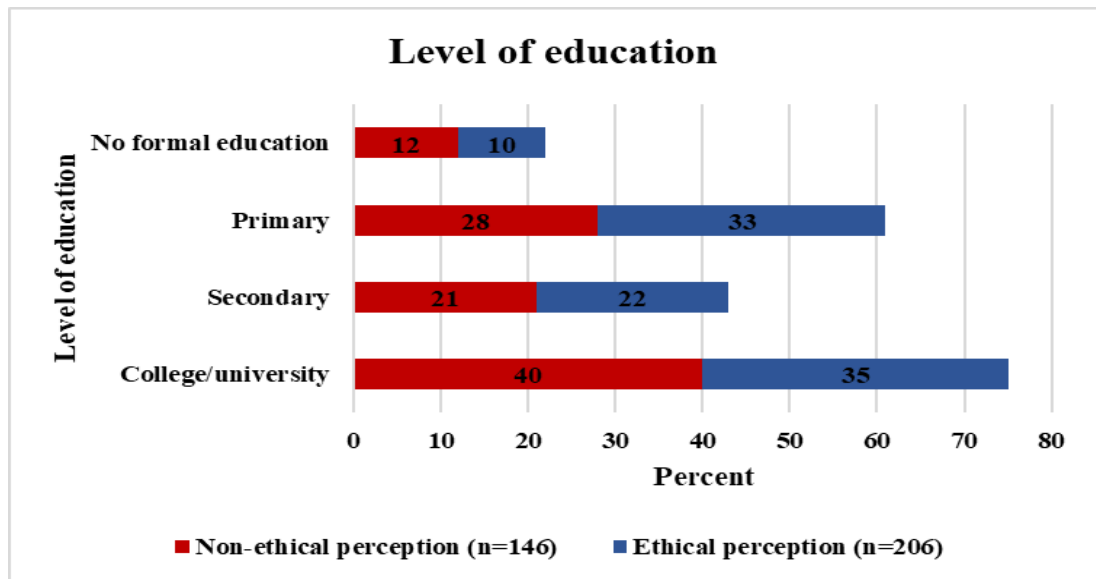


Figure 9: Level of Education

Ethical Leadership by Sector of Operation

Data focused on leaders from different sectors of operations as demonstrated in figure 10. Majority of the leaders were from the education sector, followed by community and administration sector. Very few leaders were sampled from the health, business and agriculture sector.

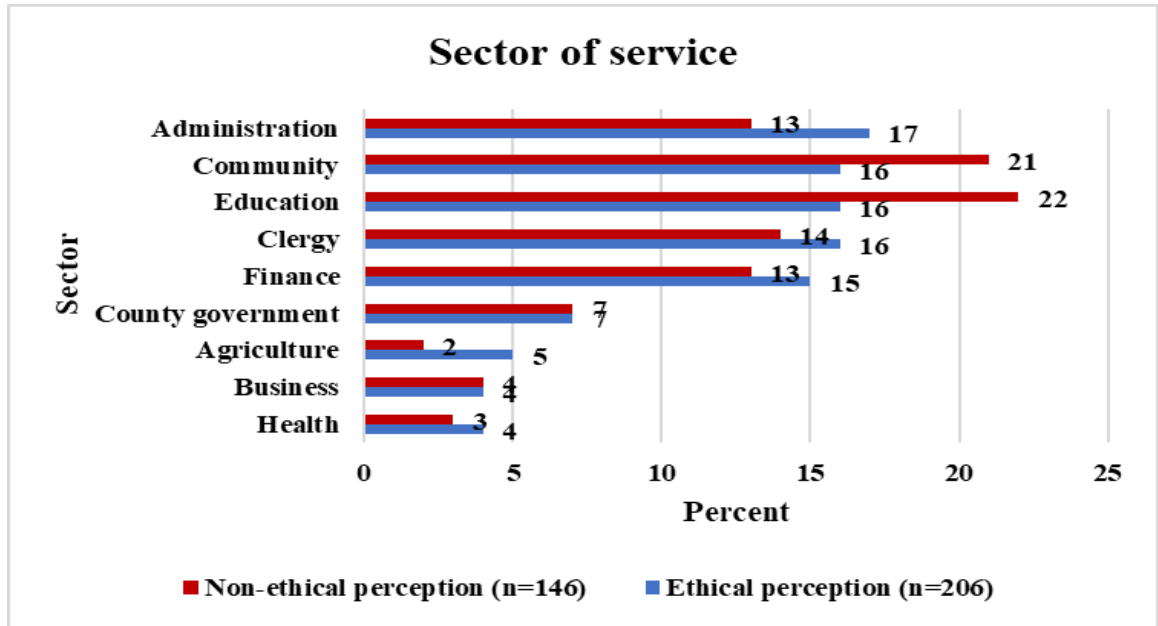


Figure 10: Sector of service

Relationship between Ethical Leadership and County Governance

According to the results, respondents who perceived their leaders as ethical had a stronger positive perception on the working environment. This was in contrast with respondents who perceived their leaders as non – ethical. Majority gave a negative score on this aspect as demonstrated in the figure 11.

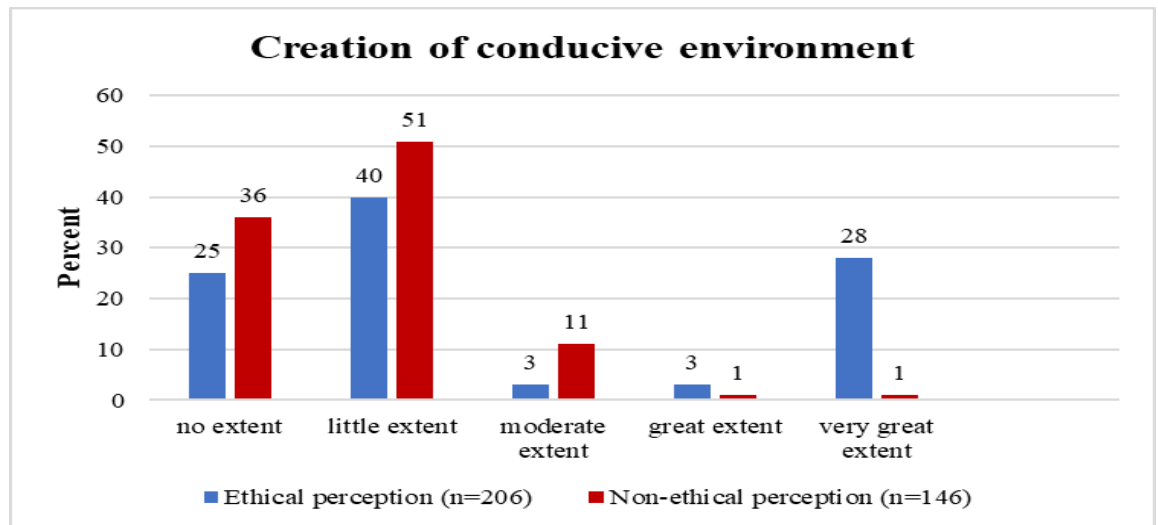


Figure 11: Creation of conducive environment

Regarding the creation of health and wellbeing of the county citizens, more respondents who perceived their leaders as ethical had a strong positive perception on this aspect compared to respondents who perceived their leaders as non - ethical as illustrated in figure 12. This was unlike for the case of respondents who perceived their leaders as non - ethical whom a majority had moderate or very weak perception on this attribute. This shows the importance of ethical leadership in discharging duties.

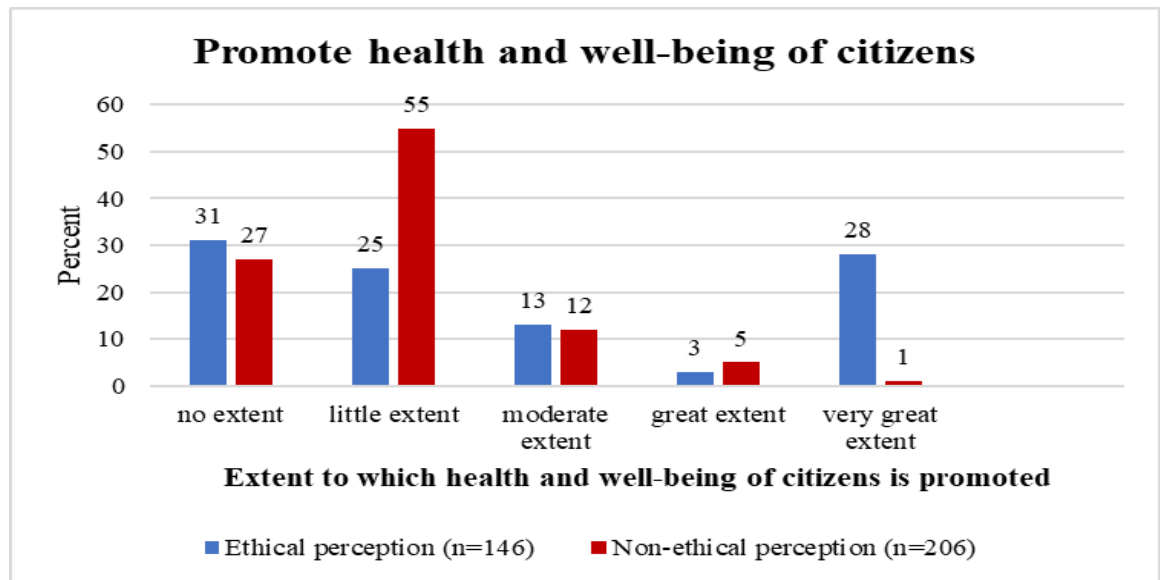


Figure 12: Promotion of health and wellbeing of citizens

More respondents who perceived their leaders as ethical had a very strong positive perception on the ability of the county governance to promote effective and efficient public services. This was contrary to the perception of respondents who perceived their leaders as non - ethical who had weak scores on the effectiveness of ethical leadership on the ability to deliver efficient and effective public services within the county. This result gives a good indicator of how ethical leadership can lead to efficient and effective public services of the county governance (figure 13).

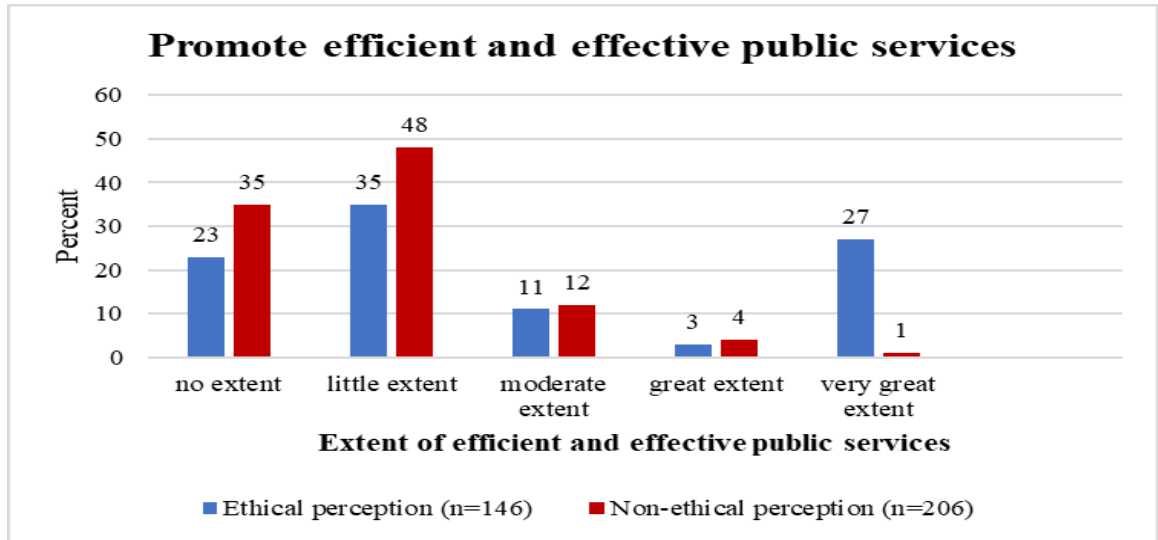


Figure 13: Promotion of efficient and effective public services

On political transparency and voice of all the citizens, leaders who encouraged this aspect were perceived to be ethical as illustrated by strong positive scores on this indicator. This was unlike for the case of respondents who perceived their leaders as non - ethical who gave weak scores on the same indicator. This indicates the importance of taking citizen voice in leadership positions (figure 14).

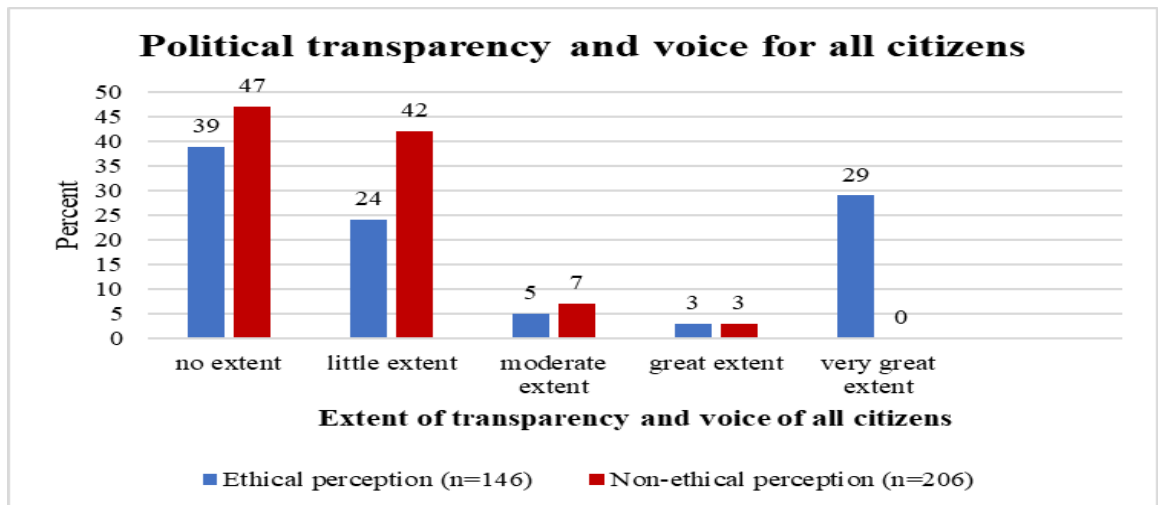


Figure 14: Political transparency and voice for all citizens

Table 12: Factors Influencing the Respondents' Perception on Ethical Leadership

Variables	dy/dx	Robust std. Err	p-value
Gender of the respondent (1 = male, 0 = female)	-0.014*	0.029	0.081
Age of the respondent (years)	0.003**	0.002	0.002
Experience in years	0.027*	0.014	0.034
Level of education	0.023***	0.005	0.000
Sector of operation (the reference Sector was education)			
Finance Sector	-0.008	0.047	0.421
Agriculture Sector	-0.231**	0.087	0.015
Community Sector	-0.107**	0.043	0.023
Administration Sector	-0.067	0.046	0.124
Health Sector	-0.066	0.080	0.213
Number of trainings attended by respondent	0.043***	0.045	0.000
Constant	0.608	0.112	

Note: *, ** and *** denotes significance level at 90%, 95% and 99% respectively

The age of respondents had a positive and significant influence on ethical leadership at five percent significant level. This result illustrates that elderly and experienced respondents identified their leaders to be more ethical compared to young and inexperienced respondents. The marginal effects further suggest that increase in age of the respondents by one year results in increased likelihood of perceiving their leaders as ethical. This could be because elderly people tend to have experience. They can easily know what is ethical and what is not. The coefficient of years of experience a respondent has acquired in leadership was negative and significant 10 percent level. This result suggests that an increase in the years of working reduced the chances of perceiving the authorities as ethical.

According to marginal effects, one percent increase in level of experience will result in 2.7 percent increase in likelihood of perceiving the authorities as ethical holding other factors constant. The respondent level of education had a positive and significant coefficient at one percent level of significance. This result suggests that education is critical to an individual's ability to charge who is ethical and who is not. The marginal effects further suggest that increase in years of schooling by one year results in increase in likelihood of forming an opinion on who is ethical by 2.3 percent. On the sector, being in the agriculture and community sectors relative to being in the education sector had a significance negative influence at five percent level. This is an indication that there are certain sectors where ethical leadership is low within the county governance. According to marginal effects, increase in likelihood of being ethical in the agricultural and community - based sectors by one unit is reduced by 23% and 10% respectively. The number of trainings attended by the respondents had a positive and significant coefficient at one percent significance level . This result suggests that training exercises improve the leadership skills of the managers and directors of different sectors within the county government. Marginal effects further suggest that an increase in the number of trainings attended by one unit will result in improvement in their ability to discern what is ethical by four percent when other factors are held constant.

Encouragement of Ethical Leadership

The study sought to establish whether organizations where respondents worked and/or sought services from promoted and encouraged ethical leadership. Analysis of the collected data is capture in figure 15.

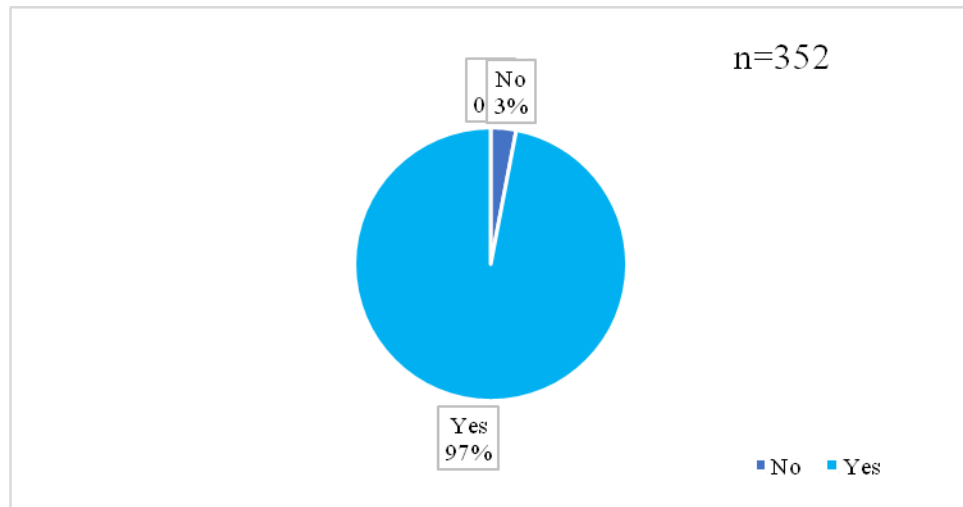


Figure 15: Promotion of Ethical Leadership

As presented in figure 15, it is evident that almost all (97.0%) respondents observed that their organizations promoted and encouraged ethical leadership, while 3.0% did not agree that their organizations were committed to entrenching a culture of ethical behaviour. This finding disagrees with most of the existing literature on the extent to which public institutions are committed to promoting good governance from an ethical leadership perspective. Minja (2017) suggested that Kenya continues to strengthen its anti - corruption initiatives owing to widespread and deliberate bureaucracy that continue to hamper service delivery within the public sector context. Through key informants, the study established that corruption can be rejected and/or abhorred through entrenching a culture of ethical leadership. This suggests that it is critical to ensure that holders of offices/authority should exhibit character/behaviour that is beyond reproach. In addition to showing appropriate behaviour, it is important that leaders considered ethical influence their followers to show good behaviour, signifying that ethical leaders should act as support systems for the people they lead so that they can change the followers for the better. The study also established that ethical leadership is a virtuous act that leaders should exercise out of their volition.

Ethical Leadership Practices

This section covered the first objective of the study which sought to establish the influence of ethical leadership practices on county governance in Uasin Gishu County. The questions posed to the respondents were structured, suggesting that respondents were limited to the options provided on the questionnaire. Various themes and sections under the first study objectives are captured in the proceeding sub - sections.

Influence of Civility

Civility is an indispensable public management approach that entrenches good governance. Those in charge of public offices are duty bound to provide information to the public through enhanced public participation and dissemination of critical information to the citizenry. Policy experts are concerned that public officials' not being civil towards each other contributes to disunity amongst the people and the consequent hostility towards the government. Current data seem to demonstrate that county governments' failure/helplessness to circumvent challenges that the devolved units face. Considering this background, the study intended to establish the relationship between civility as an ethical practice and county governance in Uasin Gishu County. Respondents were provided with statements and were required to select the extent to which they were in agreement with the statements (Where 1 is "no extent", 2 is "little extent", 3 is "moderate extent", 4 is "great extent", 5 is "very great extent"). Analysis of the collected data was analyzed in Table 13.

Table 13: Influence of Civility

Civility Statements	No extent	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Public institutions require a leader who is committed to organizational success possess moral knowledge on ethical issues	3.0%	3.0%	13.0%	30.0%	51.0%	4.2	.99101
Leaders encourage employees to be more civic and engage more in serving public to meet the intended objective	1.0%	6.0%	20.0%	37.0%	37.0%	4.0	.95918
For effective governance, leaders should understand individual in order to optimize effectiveness of virtual collaborative teams	3.0%	5.0%	17.0%	33.0%	41.0%	4.2	2.5079
Average						4.1	1.4860

As detailed in table 13/figure 16, majority (51.0%) of the respondents agreed to a very great extent that public institutions require a leader who is committed to organizational success and possesses moral knowledge on ethical issues, 30.0% indicated great extent, 13.0% indicated moderate extent, whereas 3.0% indicated little and no extent. The study deduces that leaders who practice civility ought to possess moral knowledge in terms of making decisions that are ethically grounded as supported by a mean of 4.2 and a SD = .99101.

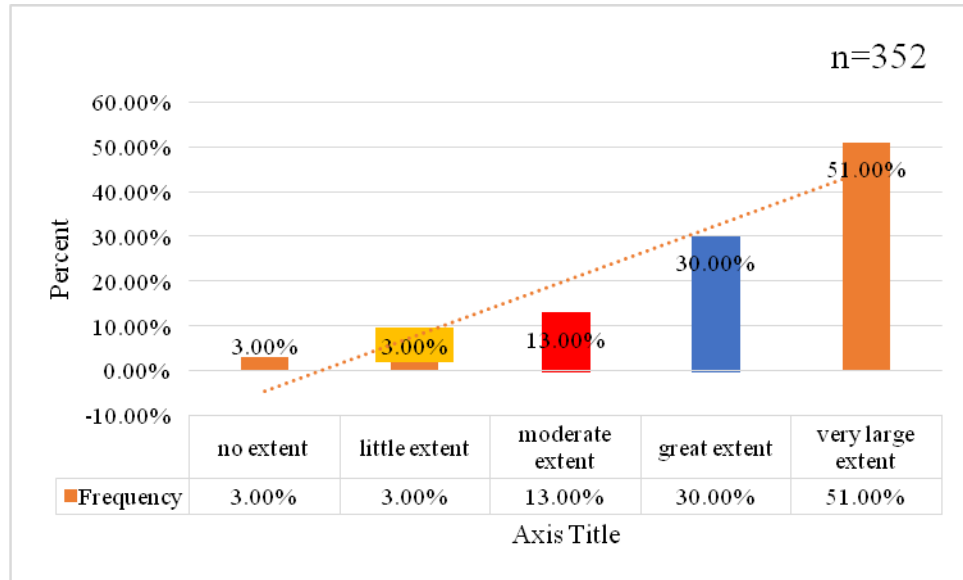


Figure 16: Commitment to Organizational Success

The computed mean of 4.1 and standard deviation of 1.4860 affirms that civility as an ethical practice is a key predictor for effective and/or efficient management of public institutions, such as counties (table 13). This finding has revealed that leaders who have respect and individualized consideration for their followers are able to strengthen and deepen synergies that enhance virtual teamwork. This finding has critical decision making implications. It has established that ethical leadership in governance of public institutions, such as county governments, is a key predictor of successful public management. To support this assertion, Strasser (2018) suggested that civility encompasses and/or emphasizes on respecting others so that there is rapport for effective service delivery. Sofia, Ahmad & Djumilah (2017) stressed that moral and good persons possess civility as a core attribute. Saito (2016) asserts that civility signals to other people the will to conform the prescribed code of conduct in a manner that does not infringe on other people's well being.

The study sought to examine civility of respondents, where majority (37.0%) of the respondents agree to a great and very great extent that leaders should encourage employees to be more civil and engage more in serving the public to meet the intended objective. On the other hand, 20.0% of the respondents agreed to a moderate extent that civic leaders should encourage their followers to focus on the goal of service delivery, whereas 6.0% and 1.0% indicated little and no extent respectively (figure 17).

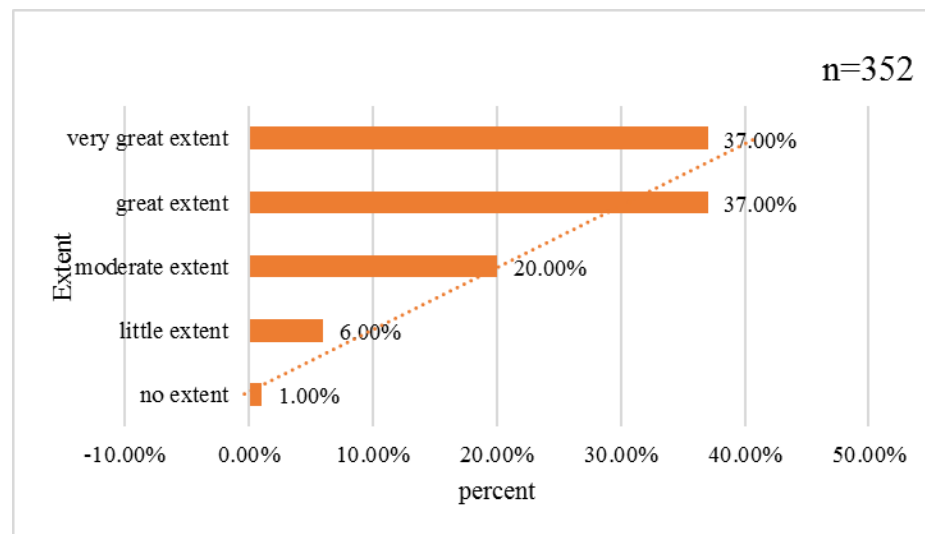


Figure 17: Civility of Employees

An overall mean of 4.0 and standard deviation of .95918 on the statement affirms that ethical leaders should inculcate a culture of civility by mentoring their followers to prioritize delivery of services to the people compared to self - aggrandizement. Considering this result, it is worth noting that ethical leaders should leverage transformational leadership practices to encourage their employees/followers to be astute public servants. This result seems to suggest that transformational leadership as opposed to transactional leadership epitomizes ethical leadership.

This argument corresponds to a study conducted by Omona (2011) who observed that training and planned participation enhances civility as civil servants and citizens are fortified with the capacity to apply their influence. There is a thin line between transactional and transformational styles of leadership. Transformational leadership style borders on the need to empower employees so that they can express themselves in an open manner without fear of condemnation. Whistle blowing behaviour is desirable under transactional leadership style (Caillier & Sa, 2017). The study sought to investigate whether leaders exercised individualized consideration. Majority (41.0%) of the respondents agreed to a very great extent that for effective governance, leaders should understand individuals in order to optimize effectiveness of virtual collaborative teams. On the other hand, 33.0% of the respondents agreed to a great extent, while 17.0% indicated moderate extent, whereas 5.0% and 3.0% indicated little extent and no extent respectively.

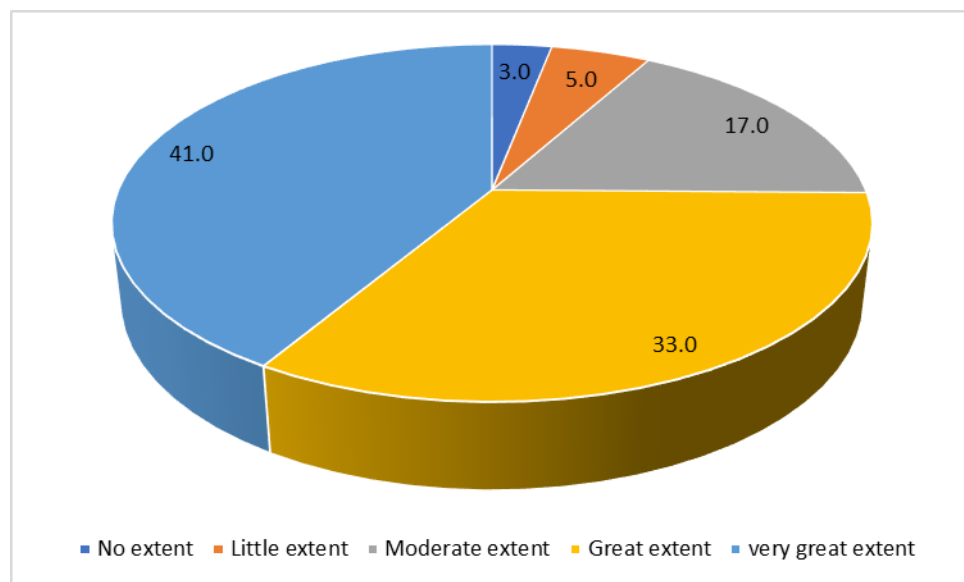


Figure 18: Individualized Consideration

An average mean of 4.2 and a standard deviation of 2.5079 suggests that ethical leaders should have individualized consideration as a basis of enhancing collaboration and teamwork (table 13). Evidently, this result has important public management insights. The finding has demonstrated that ethical leaders should deepen synergies with their followers through individualized considerations and respect (civility). Evidently, the study has demonstrated that leaders should go beyond exerting their influence/aristocratic leadership. They should improve the life satisfaction of the subordinates. To support this finding, Ogola, Sikalieh & Linge (2017) underline the essentials of ethical leaders in any organizational set up since they are considerate and treat all members of the group/organization as unique entities that have different knowledge, abilities and needs. Ndung'u (2017) observes that distribution of assignments, tasks and eventual distribution of the rewards should be undertaken on an individual basis.

Influence of Servant Practice

The study determined the influence of servant practice as a dimension of ethical leadership. Respondents were provided with statements and were required to select the extent to which they concurred with the statements on servant practice (Where 1 is “no extent”, 2 is “little extent”, 3 is “moderate extent”, 4 is “great extent”, 5 is “very great extent”). Analysis of the collected data was presented in Table 14.

Table 14: Influence of Servant Practice

Servant practice	no extent	little extent	moderate extent	great extent	V. great extent	Mean	Std. Deviation
Ethical leaders take time to give full attention to serving people to ensure that the service is delivered to how it is intended	4.3%	10.5%	19.6%	36.6%	29.0%	3.8	1.11067
Most of public servants are more citizen focused to ensure that the organizations they lead are governed well	4.0%	11.6%	24.1%	29.8%	30.1%	3.7	1.13487
The leader should depend on persuasion rather than coercion to gain the support of each person served.	5.4%	8.8%	20.2%	32.1%	32.7%	3.8	1.15580
Average						3.8	1.1338

Table 14 illustrates that majority (36.6%) of the respondents agreed to a great extent that ethical leaders take time to give full attention to serving people. They ensure that the service is delivered as required. Nearly a third (29.0%) agreed to a very great extent. On the contrary, 19.6% agreed to a moderate extent, whereas 10.5% and 4.3% indicated little and no extent respectively. An average mean of 3.8 and standard deviation of 1.11067 affirm that servant leadership is citizen centered, implying that servant leadership starts with a leader when he or she takes any leadership position of a servant in their exchanges with the individuals that they lead.

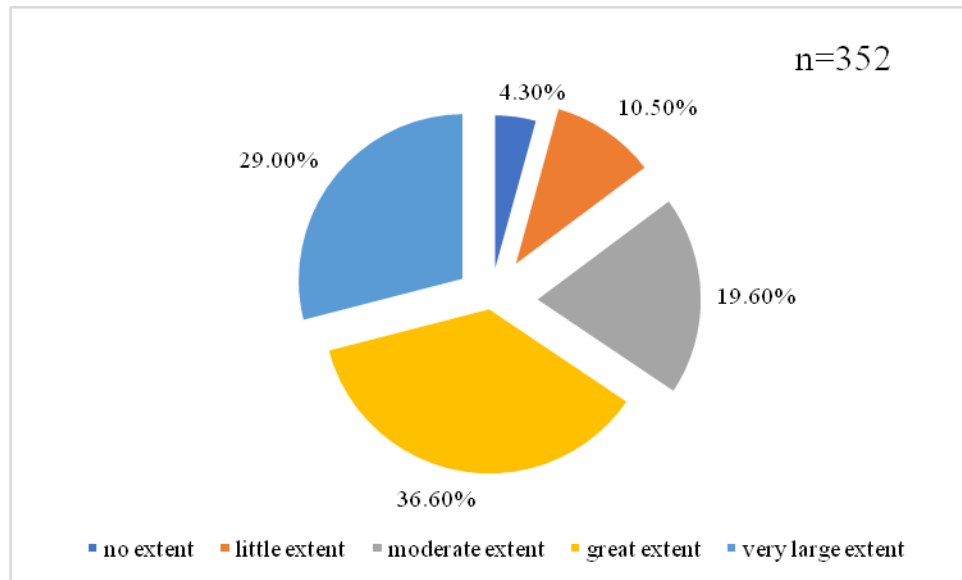


Figure 19: Attention Giving

This result resonates well with the available conceptual and empirical literature, where there is consensus among scholars that servant practice in any organizational set up is a key enabler of successful planning and implementation of policies. Wenene, Steen & Rutgers (2016) underlined that management of organizations requires leaders that are committed to achievement of set targets and goals compared to self - aggrandizement. Cashman (2017) states that servant - oriented leadership borders on legitimate and authentic leadership that seeks to prioritize the needs of others/followers at the altar of self - glorification.

Pousa (2014) differs from this finding that of Cashman (2017) and Wenene, Steen & Rutgers (2016) by suggesting that servant practice is riddled with public management bottlenecks since there are bureaucratic tendencies in organizational decisional making. In addition to taking longer periods in decision - making, it is unyielding to train and retain servant leaders. In specific instances, servant leaders are perceived as weak because they do not have formal authority to get things done.

Needham & Mangan (2016) counter the argument of Pousa (2014) by asserting that servant leadership practice ensures that organizational decisions are sanctioned for the best interest of the same organization. Requests coming from the followers are handled in light of what is best for the company. The study sought to investigate whether civil servants were committed to prioritize service delivery through citizen focused approach. Majority (30.1%) of the respondents agreed to a very great extent that most civil servants are more citizen focused to ensure that the organizations they lead are governed well, while 29.8% agreed to a great extent. In contrast, nearly a quarter (24.1%) of the respondents agreed to a moderate extent that public servants are citizen focused, whereas 11.6% and 4.0% indicated little and no extent (figure 20).

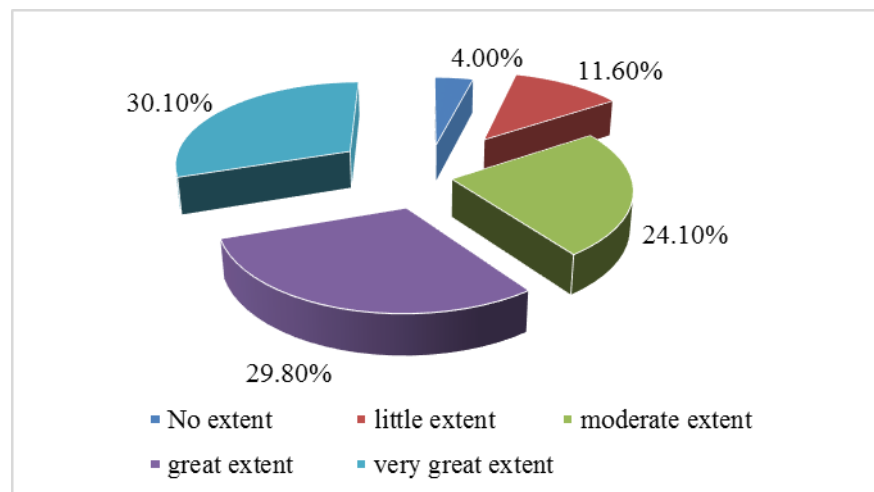


Figure 20: Commitment by Public Servants

An average mean of 3.7 and standard deviation of 1.13487 demonstrated that servant leadership and/or practice should be people focused with emphasis on service delivery to the satisfaction of those seeking services (table 14). This finding presents indispensable decision making implications.

The results have propounded the need to entrench servant oriented public management approach that focuses on the need for county governments with specific reference to Uasin Gishu County to cultivate a culture of efficient delivery of services, which is devoid of rent seeking attributes. The study by Dennis, Kinzler - Norheim & Bocarnea (2010) reinforces this finding by asserting that servant leadership practice encompasses people management approaches coupled with supporting individuals in the group to accomplish common tasks. Norman (2019) contends that front service personnel such as civil servants should create a toxic free work environment by underpinning professional code of conduct.

The study sought to determine whether leaders in the public sector used persuasion or coercion when dealing with their subordinates. Majority (32.7%) of the respondents agreed to a great extent that leaders should bank on persuasion compared to force to gain the support of each person served. Nearly a third (32.1%) of the response rate agreed to a great extent on the need to entrench a culture of persuasion as opposed to coercion. Conversely, 20.2% of the respondents agreed to a moderate extent that encouragement compared to cajolery as the best way of getting things done, whereas 8.8% and 5.4% agreed to a little and to no extent respectively. Results on persuasion versus coercion demonstrate that by using persuasive means instead of coercive ones, the positive effects of a persuasion approach are much more durable. When bullied into submission, it is not possible to get work done.

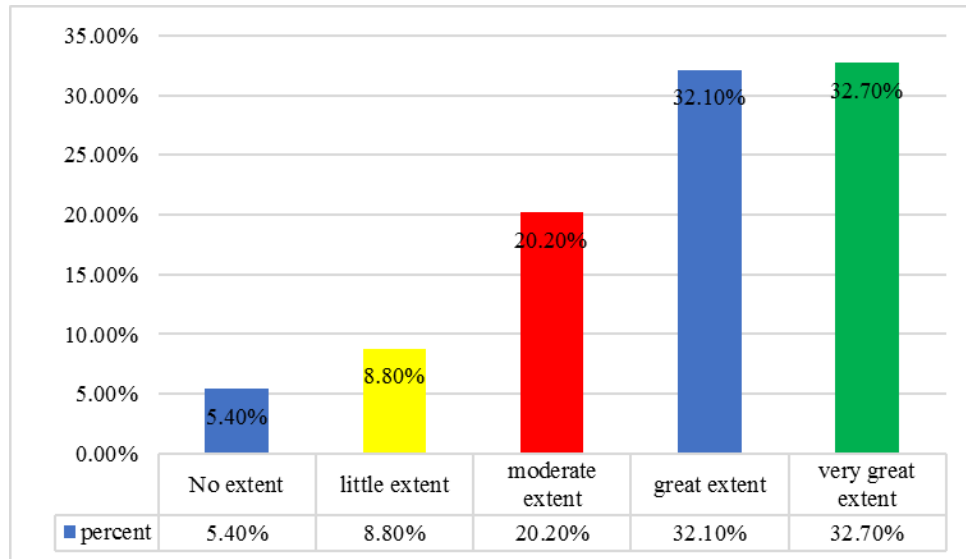


Figure 21: Essentials of Persuasion

The computed mean of 3.8 and standard deviation of 1.1338 affirms the idea that servant leadership is a key predictor of effective ethical leadership (table 14). Borrowing from servant leadership theory, it can be argued that the primary goal for leaders is to encourage others so that they can become a better version of themselves. This approach also enables the organization to benefit. Granger (2008) as cited in Bao (2010) supports this finding by suggesting that leaders who persuade their followers can enhance work related and/or organizational leaders. This approach pulls people in the same direction and enhances change management. Persuasive leaders are influential and stronger. They build efficient and improved organizations. The computed mean of 3.8 and standard deviation of 1.1338 affirms the idea that servant leadership is a key predictor of effective ethical leadership. Borrowing from servant leadership theory, it becomes apparent that servant leaders build the capacity of their followers so that the same followers can achieve greatness. This spills down to organizational success. Servant leadership is a key predictor of organizational success.

Greenleaf (1970) reaffirms the results of this study by observing that servant leaders can build effective and efficient organizations by entrenching a culture of first serving others. In addition to building the general competence of the followers, servant leaders help their followers to exploit and/or realize their talents. This snowballs into motivated and effective employees who can build organizational success. The study has established that servant practice is about citizen centeredness, where the key focus is on delivering public services to the satisfaction levels of those seeking service(s). The finding reveals that leaders who exemplify good values and attributes are more likely to build resilient and powerful organizations which have the potential to effectively manage change. This suggests that the values of a leader are central to bringing about change. Analysis of the statements on servant practice as an approach to ethical leadership agrees with the available body of literature by demonstrating that servant leaders should strengthen communication, decision skills, intensive and intentional listening to the views of others. Greenleaf (1970) as cited in Van Dierendonck & Patterson (2018) contended that servant leaders should listen to and consider the ideas said by others. Findings in this section have demonstrated that leaders in public organizations can leverage servant leadership practice. The practice could entrench governance effectiveness across the spectrum of public administration and indeed the private sector. The leaders' values of the leaders are critical in dictating organizational performance and culture. To support the above result, Russell (2001) notes: "Organizational cultures consolidate the shared beliefs, assumptions, goals and values of their members". This suggests that values and ideals of the leaders are important. They predict the direction an organization assumes in terms of culture and performance and bring about change. Thus, this study borders on the fact that a leader's personal values act as important modelling parameters that enable organizations to either back or manage change.

Influence of Interpersonal Role

The study sought to investigate the influence of interpersonal role as a dimension of ethical leadership. Respondents were provided with statements. They were required to select the extent to which they were in agreement with the statements (Where 1 is “no extent”, 2 is “little extent”, 3 is “moderate extent”, 4 is “great extent”, 5 is “very great extent”). Analysis of the collected data is analyzed in Table 15.

Table 15: Influence of Interpersonal Role

Interpersonal role	No extent	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
A public servant usually has responsibilities for liaison with shareholders and the government registration body to ensure that the set policies provided are followed	2.0%	6.8%	20.2%	41.2%	29.8%	3.9	.97185
Public servants should have strong emotional intelligence that enable them to understand what motivates employees and how they use their knowledge to achieve the best results	4.0%	3.7%	13.9%	33.5%	44.6%	4.1	1.04121
Public leaders hold themselves with integrity since they are figure head in the organization thereby ensuring that the organizations run smoothly	4.3%	6.8%	19.9%	33.8%	34.9%	3.9	1.09472
Average						4.0	1.0359

As detailed in table 15, it is concise that majority (41.2%) of the respondents agreed to a great extent that a public servant usually has responsibilities for liaison with shareholders and the government registration body to ensure that the provided set policies are followed, while 29.8% agreed to a very great extent that stakeholder involvement augments proper implementation of government policies. On the other hand, 20.2% of the respondents moderately agreed on the role of stakeholder participation in implementation of government policies, while 6.8% and 2.0% agreed to little and no extent.

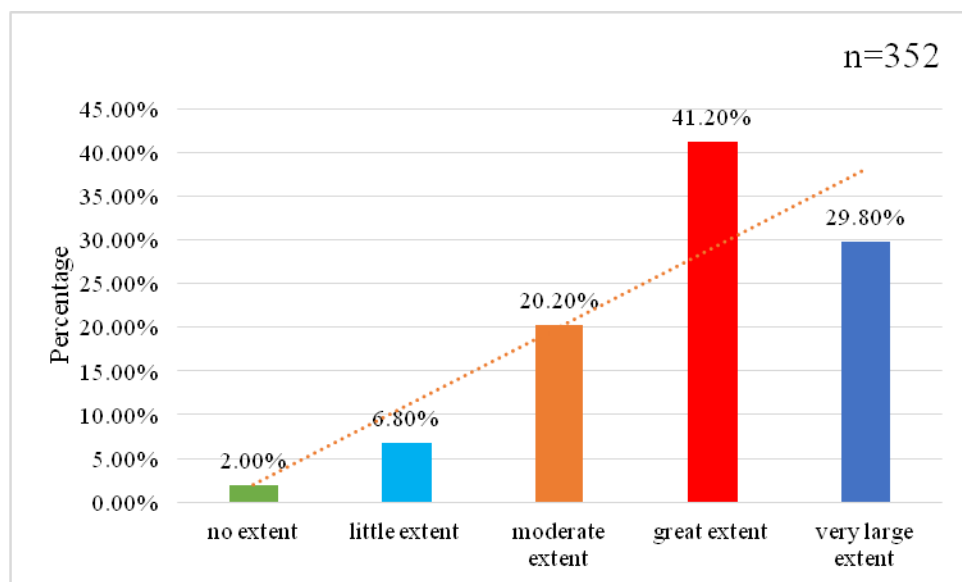


Figure 22: Liasing with Stakeholders

An average of 3.9 and standard deviation of .97185 suggests that interpersonal role plays an essential part in ensuring that government policies and/or directives are implemented to the letter of the constitution. Against this backdrop, the statement on stakeholder participation has demonstrated that interpersonal role as a dimension of leadership enhances the capability of leaders in county governments to incorporate the inputs of the citizens through public participation into the overall development plans and systems at the sub national level.

This result agrees with a study done by Bryson et al. (2013) who underscored the need for public participation and/or stakeholder involvement for enhanced decision making in public institutions. The influence of interpersonal role continues to attract a lot of attention from scholars owing to the critical role of interpersonal relationships in any ideal organizational set up. Tovmasyan (2017) suggested that leaders in public management play the role of figure head. They have social, ceremonial and legal responsibilities. They are a source of inspiration. People look up to them as a person with authority and as a figurehead.

In relation to emotional intelligence, majority (44.6%) of the respondents agreed to a very great extent that public servants should have strong emotional intelligence that will enable them to develop an aptitude understanding of the factors that dictate employee motivation and how employees can be guided to take full advantage of the knowledge they have to realize desired outcome, while 33.5% indicated to a great extent on the need for public servants to possess emotional intelligence as a pre - requisite of enhancing interpersonal relationships. Conversely, 13.9% moderately agreed, whereas 4.0% and 3.7% agreed to no and little extent respectively that public servants should possess emotional intelligence.

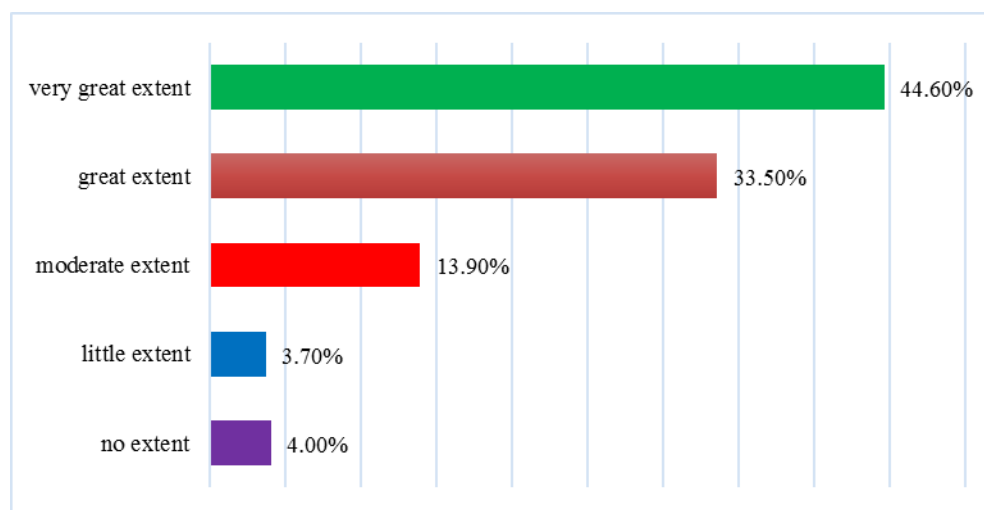


Figure 23: Emotional Intelligence

From the results, it is evident that public servants should have the capacity to understand and manage their emotions. The average of 4.1 and standard deviation of 1.04121 on the need for emotional intelligence as an interpersonal dimension among public servants illustrates that the need for managing emotions is a key predictor of ethical leadership for effective governance (table 15). This finding has decision making inferences within the context of effective governance as public servants interact with people from diverse backgrounds, such as ethnicity, nationality and creed. From the results, it is evident that public servants should have the capacity to understand and manage their emotions. This result is reinforced by a study conducted by Mayer, Caruso & Salovey (2016) who suggest that public servants should manage their emotions through empathy, self - regulation, motivation, self - awareness and social skills. Petrides et al. (2018) study supports this finding by suggesting that emotional intelligence is central to realization of group and/or organizational goals. Employees that are emotionally intelligent are able to solve problems and communicate better with their colleagues. This translates into better relationships.

The study sought to investigate whether integrity of public servants was essential in management of the public sector. Majority (34.9%) of the respondents agreed to a very great extent that public leaders hold themselves with integrity since they are the figure head in the organization, thereby ensuring that the organizations run smoothly, while a third (33.8%) of the respondents agreed to a great extent. On the other hand, 19.9% moderately agreed that public leaders should exercise due integrity, whereas 6.8% and 4.3% agreed to little and no extent respectively.

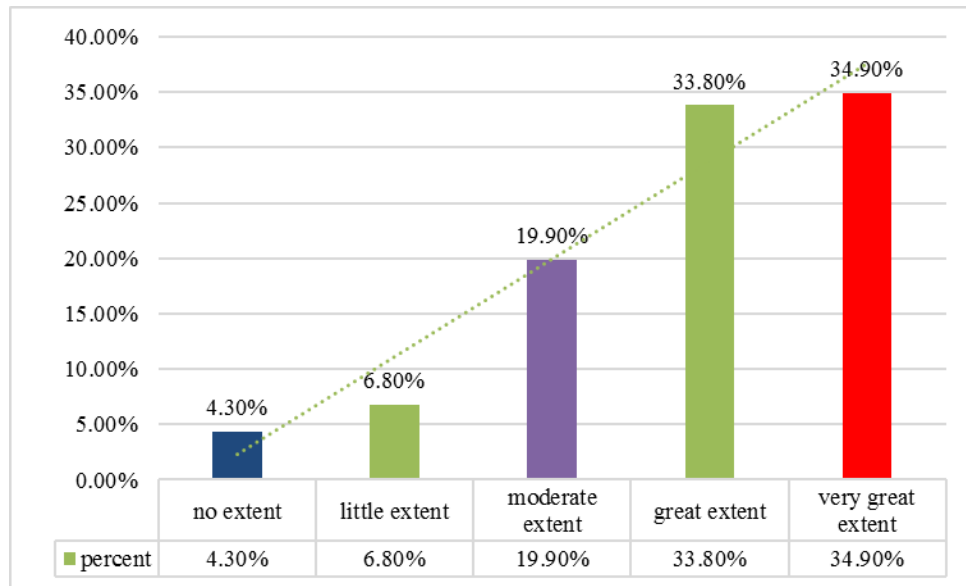


Figure 24: Integrity of Public Leaders

Over and above, this result strongly illustrates the need to incorporate integrity in county governance as a precursor to attaining transparency and accountability. To support this finding, Needham & Mangan (2016) empirically demonstrated that public leaders/civil servants should exercise a high standard of morality in terms of managing public coffers since the virtue of integrity is important in day – to – day management of the treasury and establishment of a good rapport between governments and the citizenry.

A computed mean of 4.0 and standard deviation of 1.0359 exemplifies the possible positive relationship between interpersonal role and ethical leadership in public management (table 15). Evidently, interpersonal role enhances stakeholder participation. This translates into better policies through inclusivity. Interpersonal role incorporates the essentials of public participation thus fostering good rapport between those in public office and citizens.

The findings in this section suggest that interpersonal role integrates the essentials of emotional intelligence and how those in public office should conduct themselves with a view to managing their emotions. The results demonstrate that integrity of the leaders is important in ensuring that running of the public sector is efficient and corruption free. Leaders in public offices should provide leadership for the team, organization, manage the responsibilities of everyone in the group and eventual performance. This finding agrees with a study done by Heywood et al. (2017) who suggested that one potential way of addressing the integrity gap in public institutions is by taking full advantage of the principles of integrity compared to the direct manner of fighting corruption. Thus, the role of ethics in the management of an organization is critical in achievement of the desired goals.

Influence of Informative Role

The study sought to determine the influence of informative role as a dimension of ethical leadership within the context of county governments in Kenya. Respondents were provided with statements. They were required to select the extent to which they agreed with the statements (Where 1 is “no extent”, 2 is “little extent”, 3 is “moderate extent”, 4 is “great extent”, 5 is “very great extent”). Analysis of the collected data was analyzed in Table 16.

Table 16: Influence of Informative Role

Informative role	No extent	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Ethical leaders in public institutions monitor the daily operation of the organization to ensure that the operations are done in accordance with the mandates of the organizations	2.8%	11.1%	21.9%	37.2%	27.0%	3.9	.97185
A public servant ensures that they disseminate the critical information between the government and the shareholders to ensure that any information necessary is available to the public	4.5%	9.7%	22.2%	32.1%	31.5%	4.1	1.04121
Leaders ensure that they convey information that is necessary between the government authority and the public	6.0%	8.0%	19.6%	32.4%	33.8%	3.9	1.09472
Average						4.0	1.0359

It is clear from table 16 that majority (37.2%) of the respondents agreed to a great extent that ethical leaders in public institutions monitor the daily operation of the organization to ensure that the operations are done in accordance to the mandates of the organizations, while 27.0% agreed to a very great extent that ethical leaders should monitor and disseminate information for decision making. On the other hand, 21.9% of the respondents agreed to a moderate extent, whereas 11.1% and 2.8% agreed to little and no extent respectively.

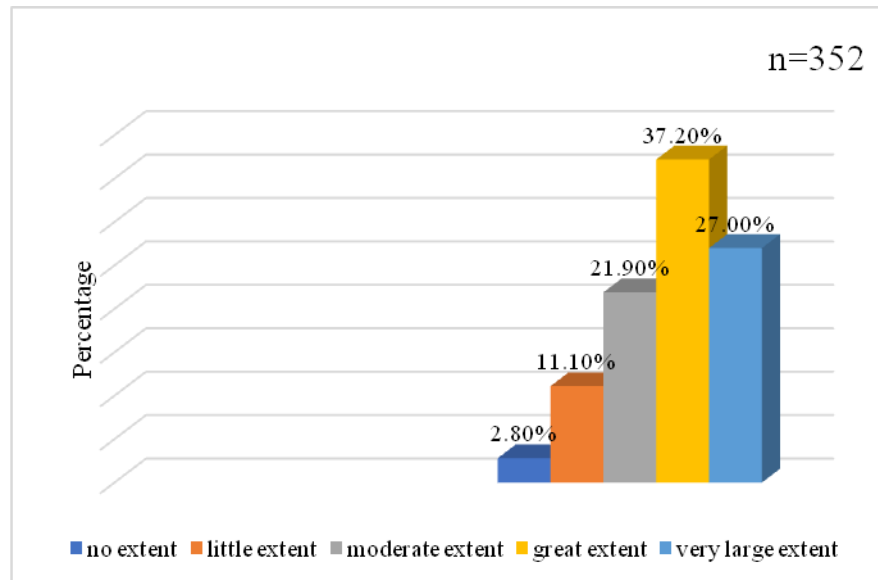


Figure 25: Monitoring Operations

This finding suggests that the informative role of public leaders include but not limited to environmental scanning to gather information that is appropriate for decision making. Nguyen et al.(2017) support the finding on this section by demonstrating why ethical leaders need to inform their subordinates on the developments at the organizational level so that decisions are made after due consultations. The average of 3.9 and standard deviation of 0.97185 suggest that the informative role in a public organization requires leaders to monitor daily operations of the organization with a view to ensuring that operations are running according to the structures of public organizations (table 16). Explicitly, the results suggest that monitoring of activities encompasses evaluating the efficiency of the existing structures as an approach to modifying them for effectiveness or discontinue using them. This finding is congruent with a study done by Ahmed & Mukhongo (2017) who suggest that in any ideal organizational set up, managers play an essential role in terms of scanning their environment. They relay the information gathered to the subordinates for action.

To reinforce this result using existing empirical evidence, Cieslinska (2007) observed that ethical leaders are instrumental in supporting the development of their organizations. They persuade the employees to pull in the same direction where systematic changes that support organizational progress are implemented. Thus, this study underscores the argument that informative role in ethical leadership is instrumental. It enhances the capability of public leaders to anticipate challenges and prepare early enough for appropriate action. Segal et al. (2016) support viewpoint of this paper by stating that the informative role of a manager is to monitor for information and disseminate the information to others. To this end, this paper stresses that leaders should analyze the potential of an organization's development and put in place systematic changes, introduce distinct scientific research and programs, motivate followers to make contributions and present individual ideas for making the organization a better place. Kwok & Xie (2016) augment the finding in this section by stating that the informative role of a manager is to monitor for information and disseminate the information to others.

On dissemination of information between public servants and the stakeholders/citizens, majority (32.1%) of the respondents agreed to a great extent on the need for public servants to ensure that they disseminate the critical information between the government and the shareholders and to ensure that any information necessary is available to the public, while nearly a third (31.5%) agreed to a very great extent. Conversely, 22.2% indicated moderate extent, whereas 9.7% and 4.5% agreed to little and no extent (figure 26).

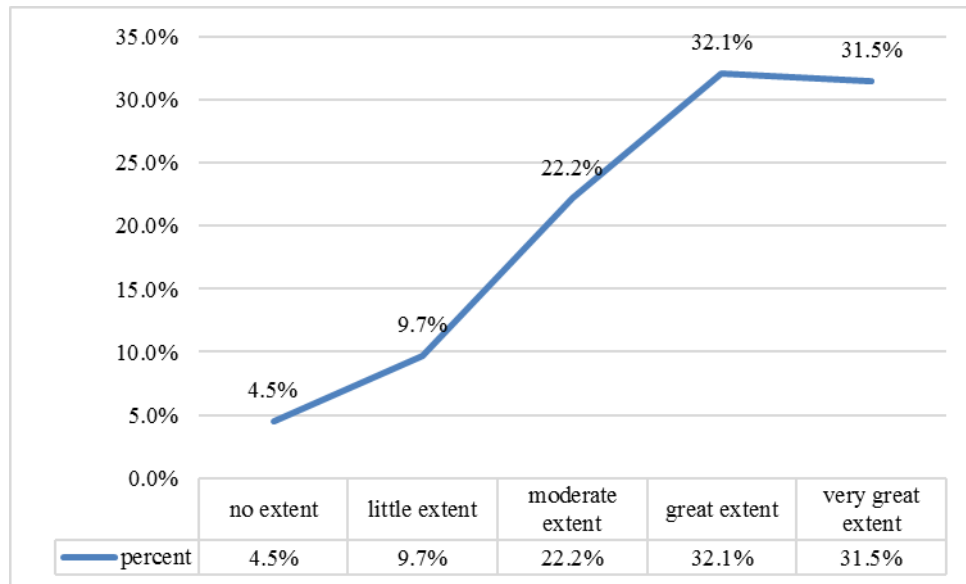


Figure 26: Dissemination of Information

Evidently, this result shows that the informative role as a dimension of ethical leadership encompasses the need for public servants to disseminate information to the stakeholders and/or public for the purpose of entrenching the tenets of public participation. This finding agrees with a study done by Lewis & Gilman (2005) who believed that governance can only be strengthened through information sharing to promote honesty, transparency and professionalism. An average of 4.1 and standard deviation of 1.04121 implies that dissemination of information, both internally and externally, predicates good governance (table 16). In new public management, sustainability of development initiatives can only be achieved when there is lateral flow of information so that stakeholders are involved across the spectrum of decision - making. In fact, for good governance, Heywood et al. (2017) observe that dissemination of information to those that may be affected by government programmes and/or decisions is critical for enhanced transparency and service delivery. Public sector reforms have dwelled on then need to entrench citizen participation so that government policies are people focused.

On information conveyance between the government and the public, majority (33.8%) of the respondents agreed to a very great extent that public leaders should ensure that they convey information that is necessary between the government authority and the public. Nearly a third (32.4%) agreed to a great extent for information to the public (table 16). A response rate of 19.6% moderately agreed while 8.0% and 6.0% indicated little extent and no extent. Without a doubt, this finding has decision - making implications within the context of county governance since Kenyan sub national levels of administration have not adequately involved the public so that government decisions reflect the population needs. The finding on the need for information dissemination to the public agrees with a study done by Wenene (2016) who affirmed government that authorities are constitutionally mandated to distribute government information to the public, whether through printed documents or electronic or other media. Kenya's new constitution has progressive laws that enhance rights to access information as enshrined in Article 35, which states that every citizen has a fundamental right to access information, either held by another individual or the state that can be used to protect the right of another person.

The average of 3.9 and standard deviation of 1.09472 affirm that dissemination of information to the public is a key enabler of effective governance (table 13); This finding is supported by available empirical evidence which underscores the need for those in public offices to entrench a culture of transparency and honesty by making information available to the public (Minja, 2017; Omona, 2011). Scholars in Kenya who have concentrated on county governance suggest that the informative role of public servants is to provide information to the citizens as a basis of entrenching transparency and integrity in the management of public resources (Ogola et al., 2017; Cheeseman, Lynch & Willis, 2016).

The computed mean of 4.0 on informative role underscores the need for public servants to embrace the essentials of new public management. There should be efforts to ensure that public entities are managed business like with a view to enhancing the efficiency and effectiveness of the results. The informative role as an approach to effective governance calls for those in charge of public offices to emphasize the importance of citizens.

Influence of the Decision Role

Decision role as a dimension of ethical leadership has been cited as an important tenet that underpins sound and effective governance. In an endeavor to establish the decision role within the context of county governance, the study sought to establish the influence of the decision role as a dimension of ethical leadership within the context of county governments in Kenya. Respondents were provided with statements. They were required to select the extent to which they agreed with the statements (Where 1 is “no extent”, 2 is “little extent”, 3 is “moderate extent”, 4 is “great extent”, 5 is “very great extent”). Analysis of the collected data was analyzed in Table 17.

Table 17: Influence of Decision Role

Decision Role	No extent	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
A public servant ensures that they identify entrepreneurship opportunity that the public institution can exploit for the benefit of the government and public in general	6.3%	12.8%	22.4%	35.8%	22.4%	3.7	2.97457
Leaders ensures that resources are allocated fairly to the beneficiaries without discrimination	8.0%	11.1%	21.6%	29.8%	29.3%	3.6	1.23644
Public servants act as the negotiator on behalf of the government and the public in general in all critical engagement that their institution is concerned	3.7%	11.1%	19.6%	33.5%	31.5%	3.8	1.11890
Average						3.7	1.7766

As indicated in table 17, majority (35.8%) of the respondents agreed to a great extent that a public servant ensures that they identify entrepreneurship opportunities that the public institution can exploit for the benefit of the government and public in general, while 22.4% of the respondents agreed to a very great and moderate extent. On the other hand, 12.8% and 6.3% indicated little and no extent. Evidently, this finding suggests that public servants have decision role to play so that the government can realize value for money compared to plundering of public resources.

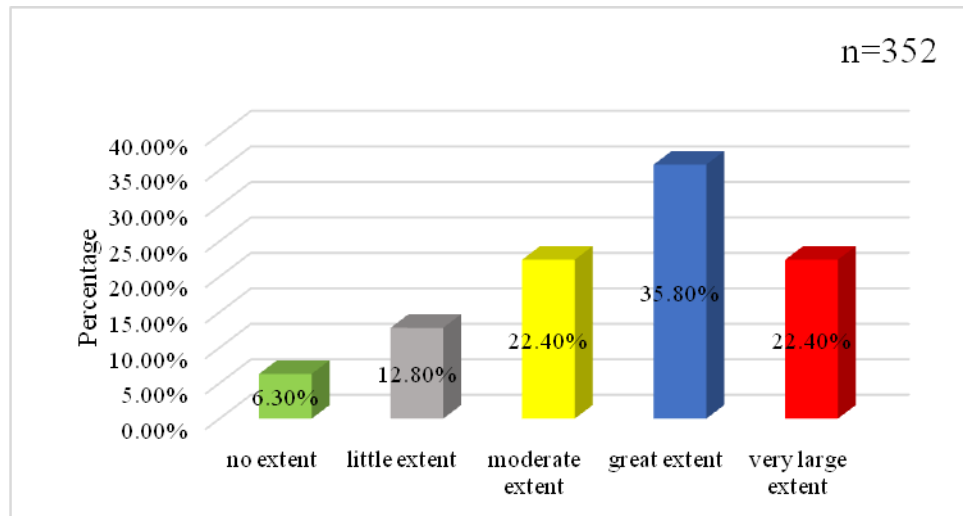


Figure 27: Identification of Entrepreneurial Opportunities

The average of 3.7 and standard deviation of 2.97457 affirm that public servants have a decision role to enable the government to raise resources through entrepreneurial approaches so that citizens can benefit (table 14). In Kenya, national and sub national levels of government collect revenue so that they can pay public servants through recurrent expenditure and use other funds for development planning and implementation. Public servants have a decision role to play so that the government can spend public funds with a view to improving the standards of living of citizens through creation of employment and strengthening of social systems. To underpin this assertion, Mintzberg (1973) suggested that the decision role requires leaders who want to manage in an appropriate way. Public leaders can effectively play their roles by being adaptive and flexible in diverse circumstances and play many roles. Majority (29.8%) of the respondents agreed to a great extent that leaders ensure that resources are allocated fairly to the beneficiaries without discrimination, while 29.3% agreed to a very great extent that resources in Uasin Gishu County were allocated devoid discrimination. On the other hand, 21.6% of the respondents moderately agreed, whereas 11.1% and 8.0% indicated little and no extent respectively.

This finding resonates well with existing literature, where scholars have underlined the essentials of fair resource allocation so that the marginalized groups can realize their potential and lead productive lives. Aalami & Kattan (2018) state that the decision role encompasses fair and/or equitable distribution of resources so that desiring groups get a fair share of national and/or sub national resources.

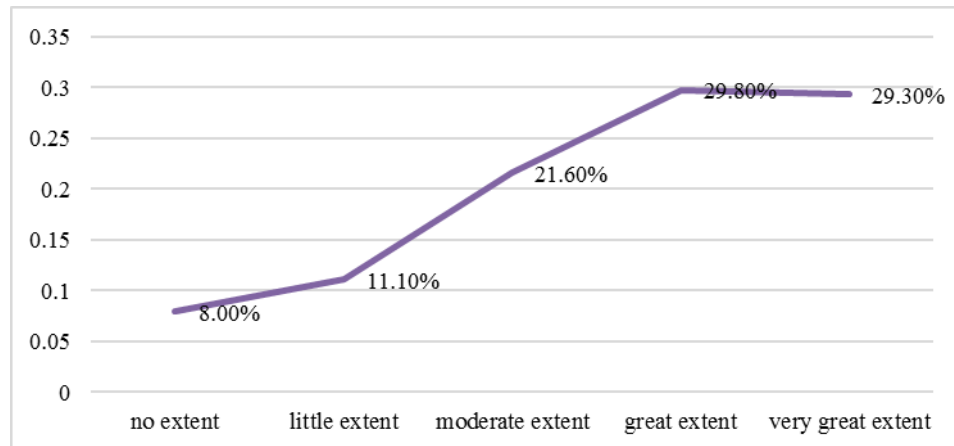


Figure 28: Fair Resource Allocation

On negotiation function of public servants, majority (33.5%) of the respondents opined that public servants act as the negotiator on behalf of the government and public in general in all critical engagements that their institution is concerned, while 31.5% agreed to a very great extent. Conversely, a response rate of 19.6% agreed to a moderate extent, while 11.1% and 3.7% indicated little and no extent. This finding suggests that the decision role encompasses playing an intermediary part between the government and the citizens with a view to ensuring that government policies reflect the specific population needs.

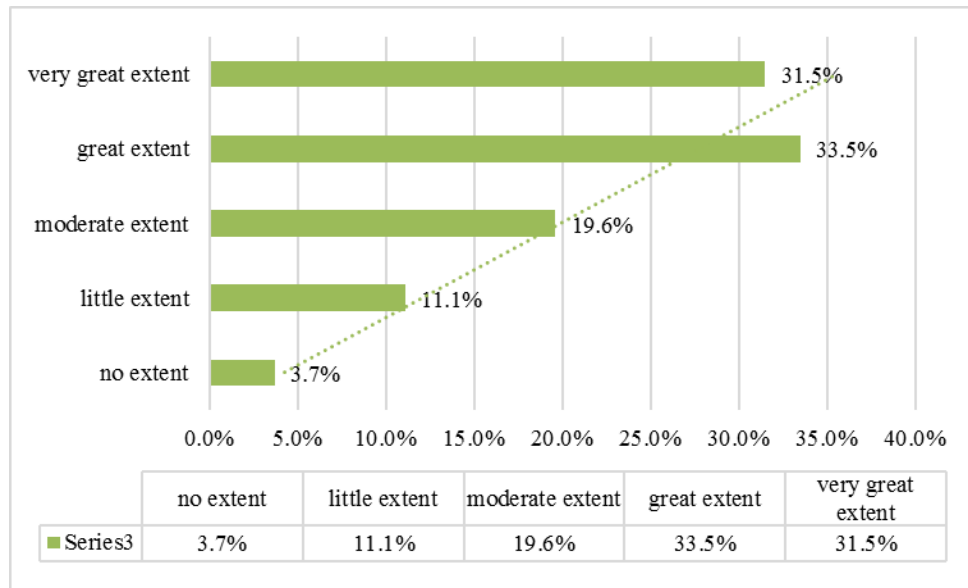


Figure 29: Negotiation Function of Public Leaders

A computed mean of 3.7 and standard deviation of 1.7766 suggested that majority of the respondents agreed to a great extent that decision role is a key enabler of effective governance. It provides linkages between public servants and the citizens. This result agrees with a study conducted by Obiefuna (2014) who observed that leaders in public institutions are instrumental in determining the direction that an organization takes. It can be argued that failure of organization is attributed to poor leadership at the top. This means that successful organizations are led by astute leaders who possess adequate skills on running and/or management of organizations.

Perceptions on Ethical Practices

The study sought to test perceptions of respondents on ethical leadership practices by focusing on their influence on governance of public institutions in Uasin Gishu County. The questions posed to the respondents required them to select a single response from a five - point Likert scale, where 1 - very low extent, 2 - low extent, 3 - moderate extent, 4 - great extent and 5 - very great extent.

The question tested the influence of civility, servanthood, interpersonal and decision role on effectiveness of governance in public institutions.

Table 18: Perceptions on Ethical Practices

Ethical practices	Very low extent	Low extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Indicate the extent to which civility influences governance in public institutions in Uasin Gishu County	2.8%	7.4%	44.0%	26.4%	19.0%	3.5	.97638
Indicate the extent to which servant hood influences governance in public institutions in Kenya	4.0%	12.2%	45.7%	2.8%	34.9%	3.5	1.19940
Indicate the extent to which Interpersonal role influences governance in public institutions in Kenya	1.7%	8.2%	36.6%	32.4%	21.0%	3.6	.96114
Indicate the extent to which decision role influences governance in public institutions in Kenya	2.6%	8.0%	34.1%	29.0%	26.4%	3.7	1.02896
Average						3.6	1.0415

Based on the findings of the study presented in table 15, majority (44%) of the respondents were of the view that civility influenced governance in Uasin Gishu County by a moderate extent, while less than a third (26.4%) agreed to a great extent. Conversely, nearly two - tenths (19%) of the respondents agreed to a very great extent, whereas others stated that civility influenced governance in public institutions by either a low extent (7.4%) or a very low extent (2.8%).

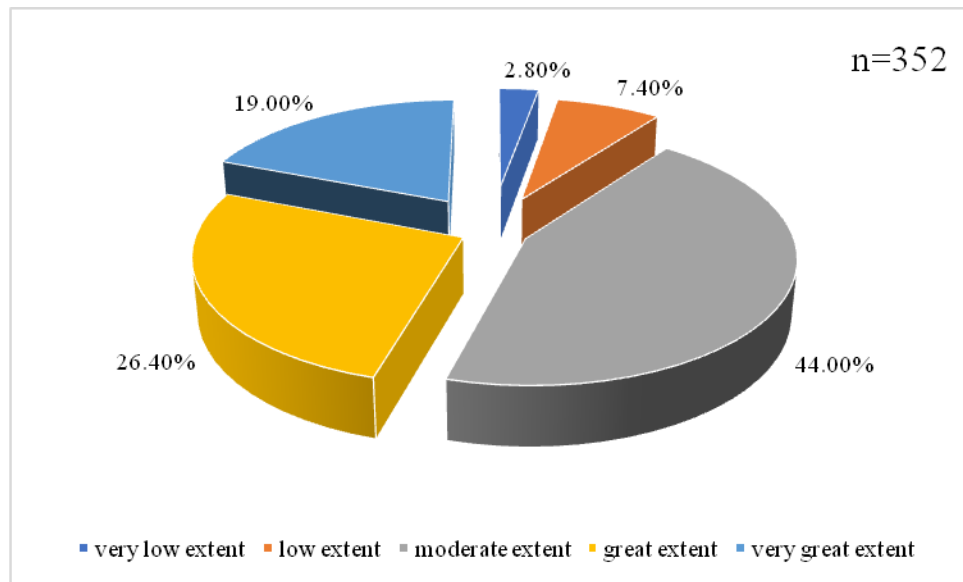


Figure 30: Civility and Governance

On a five - point scale, the mean of the responses from the first statement was 3.5. This suggests that civility influences governance in public institutions. The answers were varied as shown by a standard deviation of 0.97638. The deduction of this finding is that organizations whose cultures are based on civility and respect for ethics benefit the citizens since they are deemed to be successful. In addition, organizations that have respect for ethics are often successful since they allow people to grow by exploiting their respect. The findings of the current study are comparable to another study carried out by Mingus & Horiuchi (2012) who found out that eradicating the culture of incivility is central to building resilient governance. The author was categorical that civility and respecting the view points of other is one the key enablers of enhancing performance of public servants. Majority (45.7%) of the respondents believed servant hood influences governance in public institutions to a moderate extent in the area considered by this study. Slightly above a third (34.9%) of the respondents acknowledged that servant leadership contributed to a very great extent on the governance of public institutions in Uasin Gishu County, while 12.2% agreed to a low extent.

On the other hand, 4% and 2.8% of the respondents agreed to a very low extent and great extent respectively (figure 31).

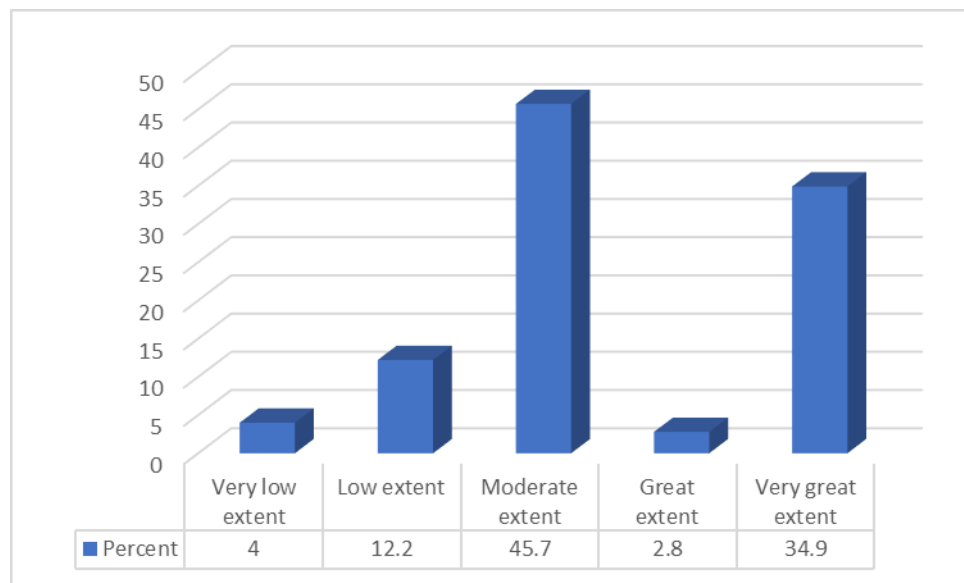


Figure 31: Servanthood and Governance

The mean of the responses in the second statement is 3.5. The standard deviation is 1.19940 (table 18), indicating that servanthood is an important element that promotes effective governance of public institutions. This finding resonates well with a study done by Das, Rao & Reddy (2014) who underscored the need for organizational leaders to ensure that employees also grow as the organization grows. This can be done through showing compassion to the employees coupled with encouraging and extending support to them. Thus, the level of responsibility determines how leaders meet the needs of the employees and their eventual performance. Majority (36.6%) of the respondents pointed out that the interpersonal role influenced governance in public institutions by a moderate extent, whereas a third (32.4%) agreed to a large extent. Two tenths (21%) of the respondents indicated that interpersonal role influenced administration of public institutions to a very large extent, while 8.2% and 1.7% acknowledged to a low and a very low extent respectively.

The mean of the responses from the statement on interpersonal role and governance of public institutions was 3.5. The answers to the statement were varied as demonstrated by the standard deviation of 1.19940 (table 18).

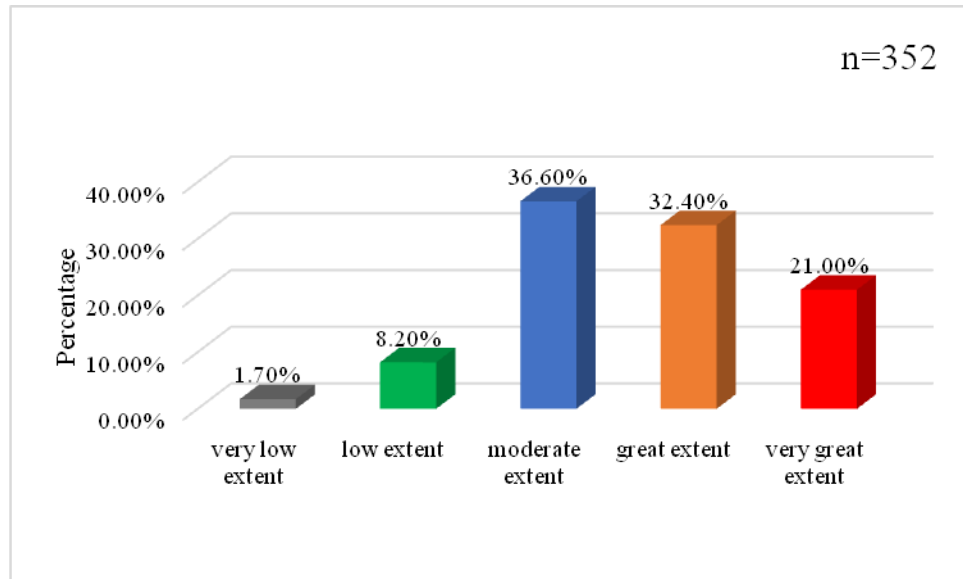


Figure 32: Interpersonal Role and Governance

The interpersonal roles of leaders include acting as a figurehead, acting as a leader or acting as a liaison. To this end, this study underscores that performance of organizations borders on the strategies and activities pursued by the leaders (Howlett & Ramesh, 2016). Thus, this paper underpins the need for leaders to have integrity, leadership, communication, decision making, financial and budgeting skills.

Majority of the respondents (34.1%) were of the view that the decision role influenced governance in public institutions by a moderate extent, whereas less than a third (29%) believed that the decision role influenced administration of public institutions to a great extent. Those who acknowledged that decision role influenced management of institutions by a low extent were 8%, with only a few (2.6%) suggesting its influence to be of a low extent (figure 33).

The mean and standard deviation of all the responses from the fourth statement was 3.7 and 1.02896 respectively (table 18). The implication of this finding is that decision making is the most crucial part of any administrative activity.

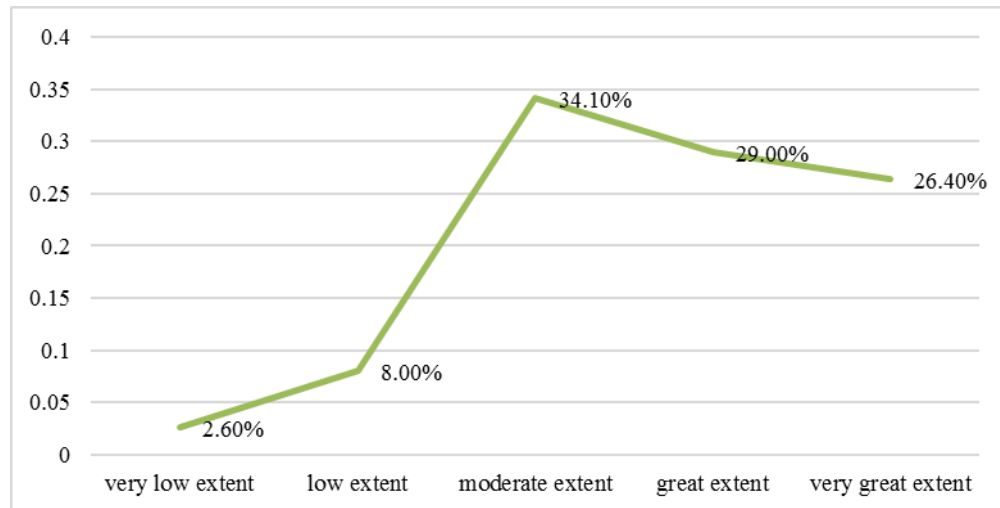


Figure 33: Decision Role and Governance

Bao et al. (2013) posited that the scope of a leader is broad in that he or she must be a coach, decision maker, trainer, an organizer, a problem solver, conflict manager and a strategic planner. The roles of a leader can change time to time. It is important that individuals in positions of leadership understand the best ways of executing them effectively. Overall, the average mean of the responses was 3.6. This signifies that majority of the respondents stated that ethical practices influenced governance in public institutions by a great extent. Yoder - Wise (2005) reinforces the findings of this study by stating that entrenching a culture of ethical leadership empowers organizations in terms of offering quality services.

Gregory (2010) suggests that ethical behaviour is an important approach to building resilient organizations since followers conduct themselves the way the leaders do. In addition to ethical behaviour as a critical predictor of good governance, Thiel et al. (2012) underline the need for accountability in leadership.

Governance

Collecting data on the perceptions of the respondents on governance in Uasin Gishu County enabled the study to run inferential statistics on the relative importance of each ethical practice considered in this study against governance. To achieve this goal, the questions posed to the respondents were in form of a 5 - point Likert scale.

Table 19: Governance

Governance	Very little extent	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Public servants are clear about levels of accountability within the organization	6.3%	16.2%	32.7%	28.4%	16.5%	3.3	1.11890
Ethical leaders adopt a transparent leadership style that help employees get to know you, understand the decisions leaders make and feel more connected to the organization	6.8%	11.4%	29.3%	31.8%	20.5%	3.5	1.14091
Public servant leaders who practice fairness learn about the strengths and talents of the team members and work to engage them	3.4%	9.7%	25.9%	33.5%	27.3%	3.7	1.07315
Public servant leaders understand that leadership is responsibility not power and take responsibility for their actions which includes both failures and successes	6.8%	14.5%	27.0%	28.7%	23.0%	3.5	1.18825
Average						3.5	1.1303

Majority (32.7%) of the respondents moderately agreed that public servants are clear about levels of accountability within the organization, while 28.4% agreed to a great extent, whereas 16.5% agreed to a very great extent. Moreover, 16.2% and 6.3% of the respondents agreed to a little and very little extent respectively.

This finding suggests that most of the public servants in Uasin Gishu County were moderately accountable, necessitating the need to entrench a culture that supports openness and professionalism.

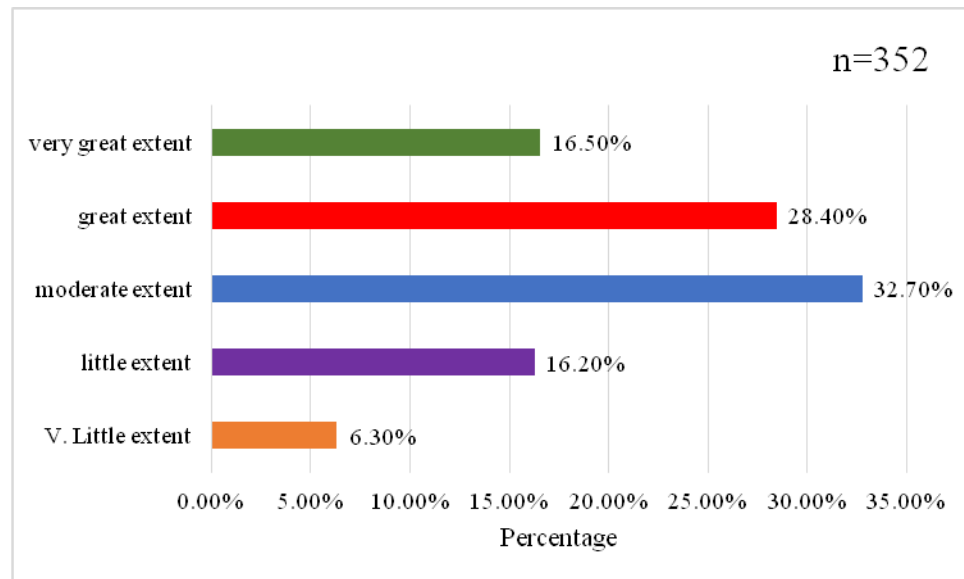


Figure 34: Level of Accountability

This result underpins the need to improve governance and accountability within public institutions so that citizens can influence responsive allocation and effective utilization of resources for public services. This result agrees with studies that have concentrated on county governance in Kenya. Omanga (2019) observes that there is need to improve governance and accountability within public institutions so that citizens can influence responsive allocation and effective utilization of resources for public services. The average of 3.5 and standard deviation of 1.14091 suggest that accountability is a key ingredient and enabler of good governance in public institutions such as counties. To entrench accountability, Kenya's 2010 constitution provides for enhanced oversight with an intention to deal with long standing accountability gaps.

The constitution catered for an extensive devolution for devolving both significant resources and functions and changing the way the county governments operate. On transparent leadership, majority (31.8%) of the respondents agreed to a great extent that ethical leaders adopt a transparent leadership style that help employees get to know you, understand the decisions leaders make and feel more connected to the organization, while 29.3% moderately agreed on the essentials of transparent leadership. On the other hand, 20.5% agreed to a very great extent, while 11.4% and 6.8% agreed to little and very little extent (figure 35).

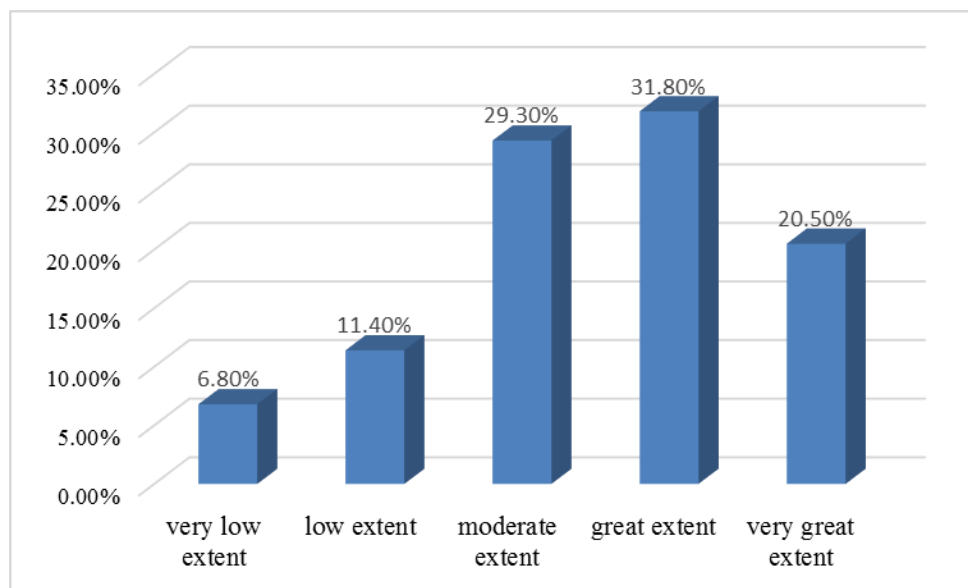


Figure 35: Transparent Leadership

Arguably, this result has demonstrated that ethical leadership as a component of good governance can be realized by integrating transparency so that decision making reflects the needs of the stakeholders/citizens as bad or good decisions affect their welfare. The average of 3.5 and standard deviation of 1.14091 affirms that transparency is a key predictor of effective governance. The results in this section demonstrate that ethical leadership can be deepened in the public sector through transparency mechanisms.

Heywood et al. (2017) suggested that transparency can be strengthened in public institutions by strengthening access to county level data and sub national performance monitoring. According to a report by GPF as cited in Tsofa et al. (2017) showed that extensively circulated County Fact Sheets provided a novel analysis of indicators that can be used to measure progress. GPF suggested the need to strengthen accountability and participation in the design and delivery of projects.

Majority (33.5%) of the respondents agreed to a great extent that public servant leaders who practice fairness learn about the strengths and talents of the team members and work to engage them, while 27.3% of the respondents agreed to a very great extent on the need for public servants to strengthen team members so that tasks can be performed through consensus and/or agreed upon frameworks. Conversely, a quarter (25.9%) of the respondents agreed to a moderate extent, whereas 9.7% and 3.4% agreed to little and very little extent. This finding illustrates the need for public servants to build a culture of inclusivity on decision making since by doing so, it increases positive output.

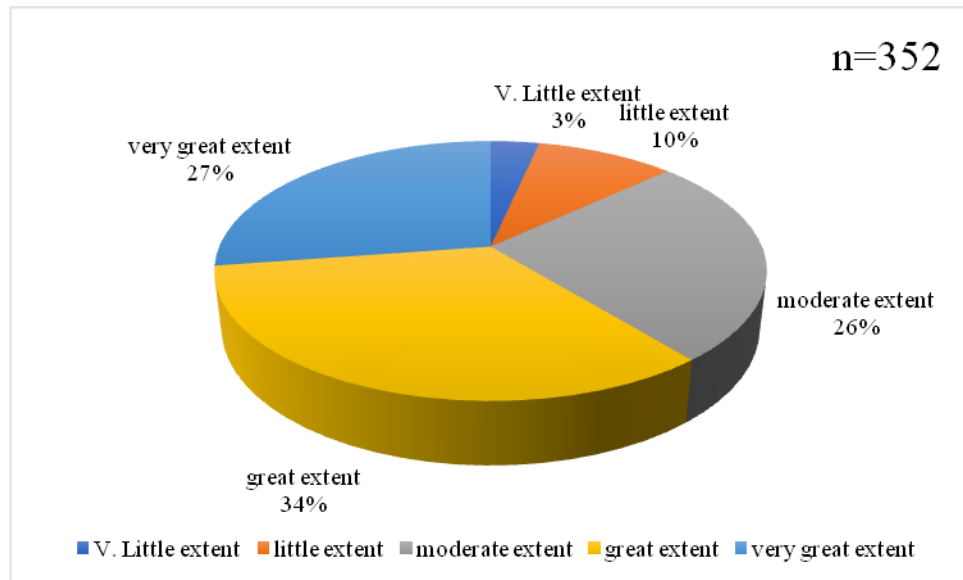


Figure 36: Fairness Practice

The average of 3.7 and standard deviation of 1.07315 suggests that fairness in engaging team members/subordinates is crucial for advancement of ethical leadership and consequently good governance. Arguing along this line, Cieslinska (2007) underscored the need for leaders to cultivate a culture of inclusivity.

This approach ensures that all employees of an organization irrespective their position are part of the decision making, thus enhancing performance. Notably, the result in this section infers that managers and/or leaders of groups ought to leverage on distributive and procedural justice when rewarding employees of their organizations. In addition to distributive justice, there is need for leaders to ensure that employees are involved in decision making through participation. Thus, this study suggests that leaders and managers of organizations should ensure that resources are accessible to all employees so that decisions are seen to be made through participatory approaches. This result submits that public sector managers should put in place modernized incentive systems so that employees always remain motivated.

Majority (28.7%) of the respondents agreed to a great extent that leaders must develop a culture of understanding that leadership comes with responsibilities and not just power, while 27.0% moderately agreed on the need for public servants to be conscientious when delivering services to the people. On the other hand, 23.0% of the respondents agreed to a very great extent, whereas 14.5% and 6.8% agreed to little and very little extent on the need for public servants to embrace success and failure in equal measure.

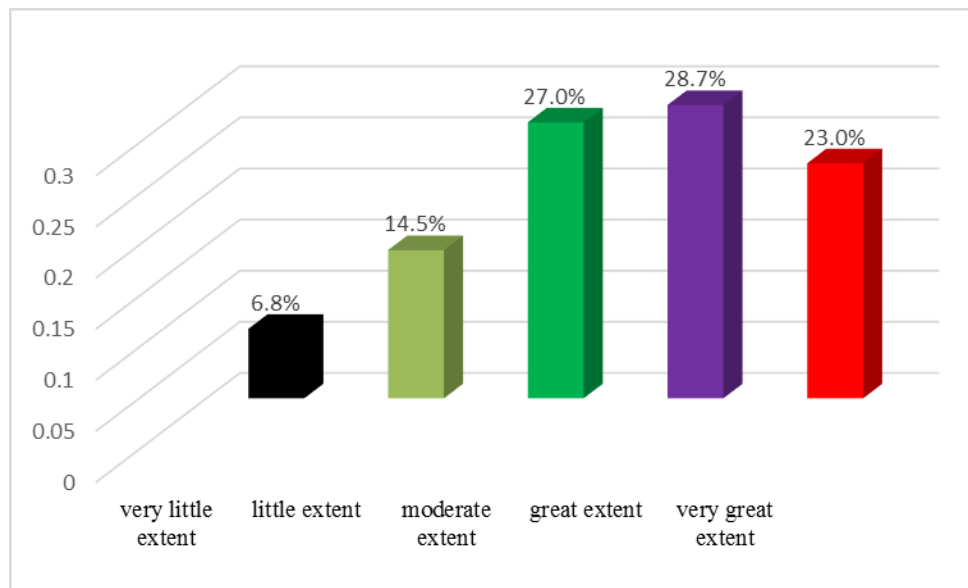


Figure 37: Responsibility of Public Servants

The average of 3.5 and standard deviation of 1.18825 affirm that leadership comes with responsibility and not an opportunity to exercise power on the subjects. Making sustainable leadership should stem out of responsible leadership, where leaders take into consideration the interests of various groups and stakeholders, such as citizens and the environment that they occupy. This finding agrees with a study done by Plant (2018) who observes that the proper behaviour and role of leaders in public institutions should be connected to the administrative ethics through responsible administration.

Results on this section have demonstrated that effective governance can only be achieved when public servants are ready to exercise unparalleled accountability and transparency standards with a view to engraining a culture of honesty and professionalism in the delivery of public goods. The findings demonstrate that fair treatment of subordinates and group members builds consensus and rapport in decision making, thus reducing bureaucratic bottlenecks that hamper timely decision making. The results have demonstrated that public servants can enhance effective governance by concentrating on their primary responsibility of service delivery as opposed to exercise of power. Lipsey (2010), through street level bureaucratic lens suggests that frontline public officers should deliver services to the citizens efficiently notwithstanding the fact that they have the autonomy and/or power of discretion.

Effectiveness of Ethical Leadership

This section analyses, interprets and makes data inference on the second objective, which sought data on the effectiveness of ethical leadership on governance in Uasin Gishu County. All the questions posed to the respondents were structured/close - ended. A 3 - point scale was used to collect respondents' perceptions. Table 20 presents analysis of the collected data.

Table 20: Effectiveness of Ethical Leadership

Effectiveness of ethical practices	Effective	Most effective	More effective	Mean	Std. Deviation
Developing administrative practices and processes that encourage ethical values and integrity	27.8%	48.9%	22.7%	2.0	.74648
Strengthening the ethical competence of civil servants and strengthening mechanisms to support professional ethics	30.1%	38.1%	31.0%	2.0	.82112
Expecting specific threats to ethical standards and integrity in the public sector	37.2%	37.5%	24.4%	1.9	.81843
Public servants upholding the constitution and the laws	35.2%	36.9%	27.3%	1.9	.82106
Leaders in public service maintain and strengthen the trust and confidence of the public in government institutions	33.2%	36.9%	29.0%	2.0	1.38941
Leaders in public institutions demonstrate the highest standards of professional competence	29.8%	38.4%	31.0%	2.1	1.29717
It lessens the rate of employee absenteeism, misconduct and improves job satisfaction and performance	22.7%	44.6%	32.1%	2.1	.76735
Reduces employees' turnover rate in an organization	30.4%	34.9%	34.1%	2.1	.83372
Average				2.0	0.9368

As presented in table 20, it has been shown that majority (48.9%) of the respondents indicated that ethical leadership in Uasin Gishu County was most effective in terms of developing administrative processes and practices which promote integrity and ethical values, while 27.8% were of the view that development of administrative practices that promote ethical values was effective, whereas 22.7% of the respondents were of the considered opinion that creation of administrative practices was more effective.

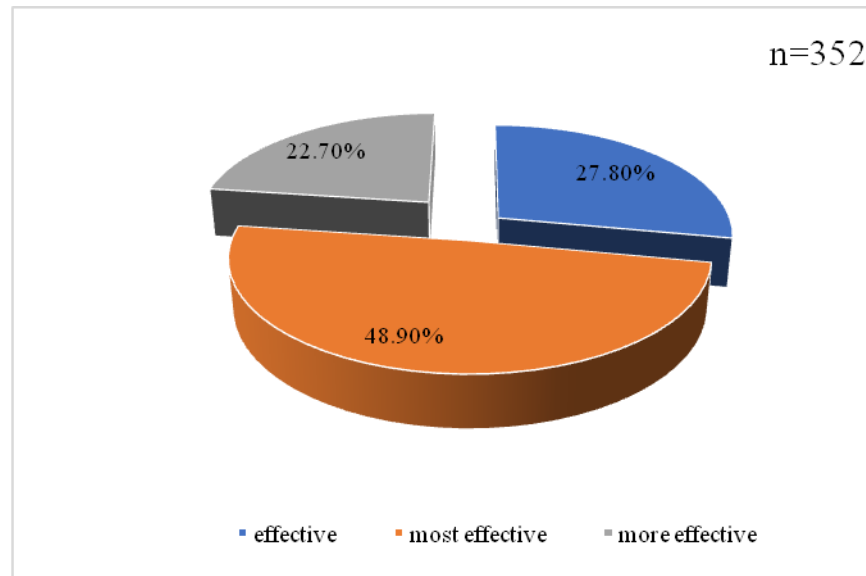


Figure 38: Effectiveness of Developing Administrative Practices

The average of 2.0 and measure of dispersion (standard deviation) of 0.74648 confirms that development of administrative practices that promote good governance were most effective, signifying that ethical leadership in Uasin Gishu County was progressing in the right direction. As suggested by Menzel (2017), expectations from ordinary citizens, business leaders and the Civil Society keep getting higher.

Governments should establish and deliver higher standards of ethicality and integrity in the Civil Service and other government agencies. This study shows that adoption of ethical leadership in organizations enhances governance effectiveness. Leadership requires ethics because of the responsibilities it comes with. Majority (38.1%) of the respondents believed that strengthening ethical competence of civil servants was the most effective mechanism for supporting professional ethics, while nearly a third (31.0%) of the respondents opined that strengthening ethical competence and professional ethics was more effective, while 30.1% indicated effective.

An average of 2.0 and a standard deviation of 0.82112 suggest that strengthening of ethical competence and professional ethics was most effective, which means that ethical leadership in Uasin Gishu County was progressing in the right direction.

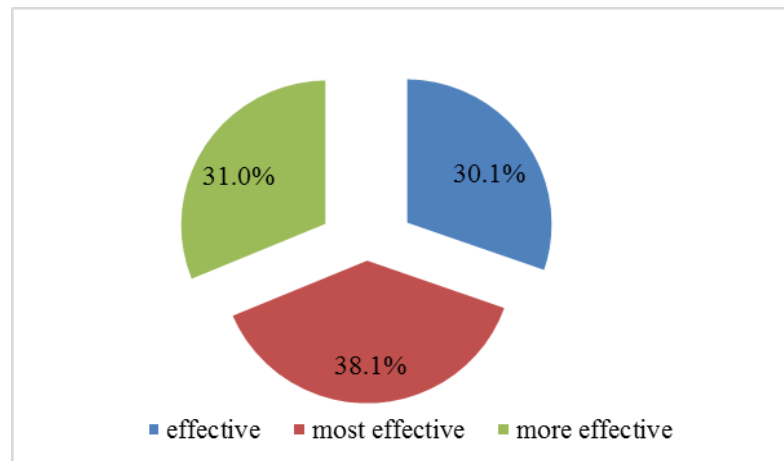


Figure 39: Effectiveness of Strengthening Mechanism for Professional Ethics

Arguably, strengthening mechanisms that support ethical competence and professional ethics are a key predictor of effective governance. This finding is justified on the basis that much of the existing literature on effectiveness of ethical leadership has been based on the feasibility of professional ethos that enhance service delivery to the citizenry. Thiel et al. (2012) argue that having a strong code of ethics is vital for governance effectiveness. The code of ethics can be described as the core values that define the role of the civil service. The 2010 constitution provides express provisions (Chapter Six) that laid out broad high level principles such as accountability, integrity, trustworthiness and responsibility. However, it does not give a particular description of how these principles can be applied. Majority (37.5%) of the respondents observed that ethical leadership was most effective in terms of expected specific threats to ethics, standards and integrity in the public sector closely followed by a response rate of 37.2% that indicated effective.

Nearly a quarter (24.4%) of the respondents were of the considered view that anticipating particular threats to ethical standards and integrity in the public service was more effective. This finding suggests that ethical leadership in the Uasin Gishu County was most effective in terms of the ability of ethical leaders to be proactive in cushioning their organizations against unethical conduct within the public sector.

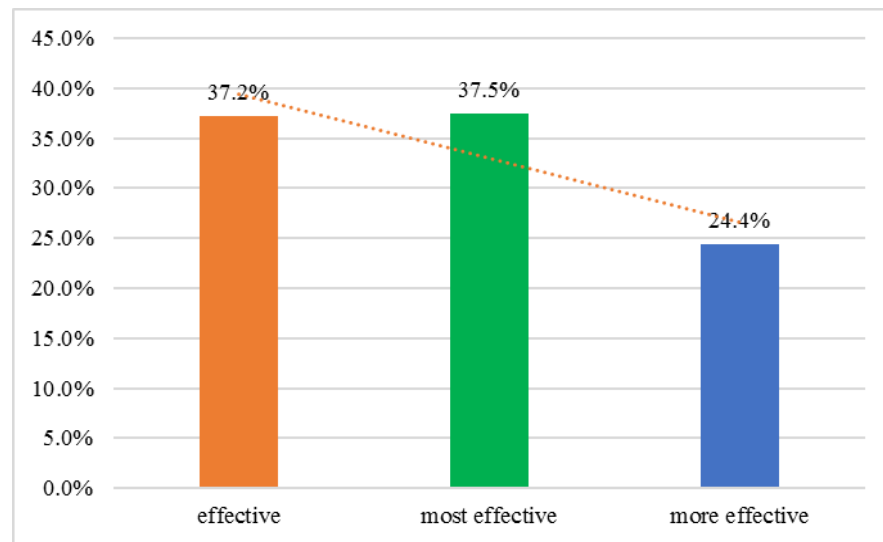


Figure 40: Anticipating Ethical standards Threats

The results in this section suggest that integrity is the key ingredient of ethical leadership. Integrity of civil servants determines the implementation and/or adoption of best ethical standards. An average of 1.9 and standard deviation of 0.81843 suggest that ethical leadership was effective in terms of public servants developing mechanisms to anticipating threats to standards of ethics and integrity within the public sector (table 17). This finding agrees with an investigation done by Bao et al. (2013) who suggested that “effective leadership is the pivotal tool to keep the followers motivated through thorough monitoring to detect behavioral change.”

This research was seeking to establish the effectiveness of ethical leaders upholding the constitution and laws, where majority (36.9%) of the respondents suggested that respect for the constitution and laws was most effective, while 35.2% indicated effective, whereas 27.3% indicated more effective.

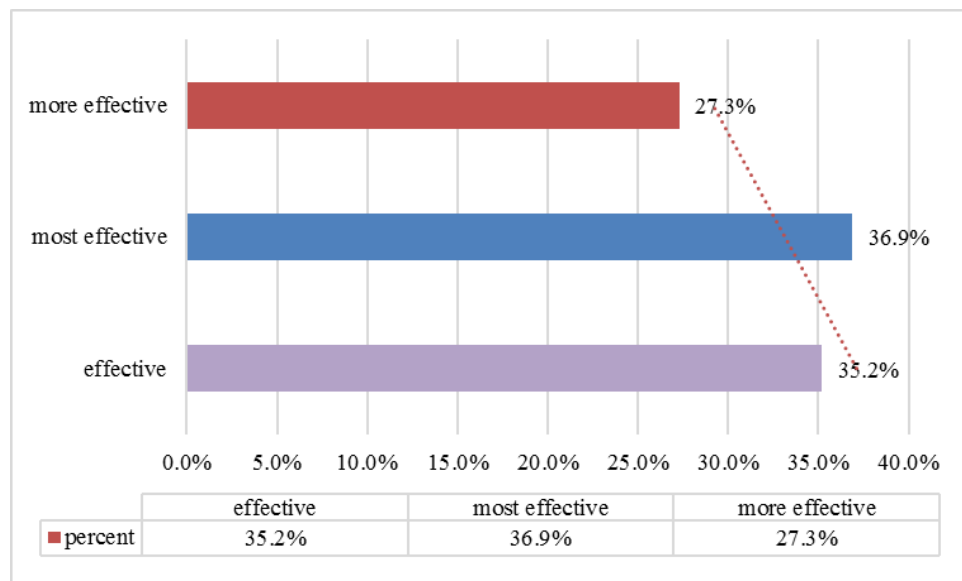


Figure 41: Upholding Constitution and Laws

This finding shows that ethical leadership enhances respect for the rule of law. The more ethical a leader is, the more they uphold the laws and applicable tenets of the constitution. This finding suggests that most public leaders within Uasin Gishu County were committed to respecting the constitution with emphasis on Chapter Six which states that integrity should be the hall mark of leadership. The average of 1.9 and standard deviation of 0.82106 signifies that effectiveness of ethical leadership is defined by respect for the constitutional provisions on leadership and integrity. To support this finding, Shimengah (2018) underpins “the essentials of upholding integrity since ethical practices enhance service delivery.” The results in this section demonstrate that appointing qualified county leaders who possess essential leadership traits can help attain devolution goals. These leaders will ensure effective resource management.

They will involve the citizens and bureaucracy will be reduced. This research was also seeking to establish the effectiveness of public trust and confidence in government institutions. The highest (36.9%) response rate contended that public servants maintained and strengthened the peoples' confidence in government institutions was most effective. A third (33.2%) suggested that public servants' resolve to strengthen public confidence and trust in government institutions was effective, whereas 29.0% indicated more effectiveness.

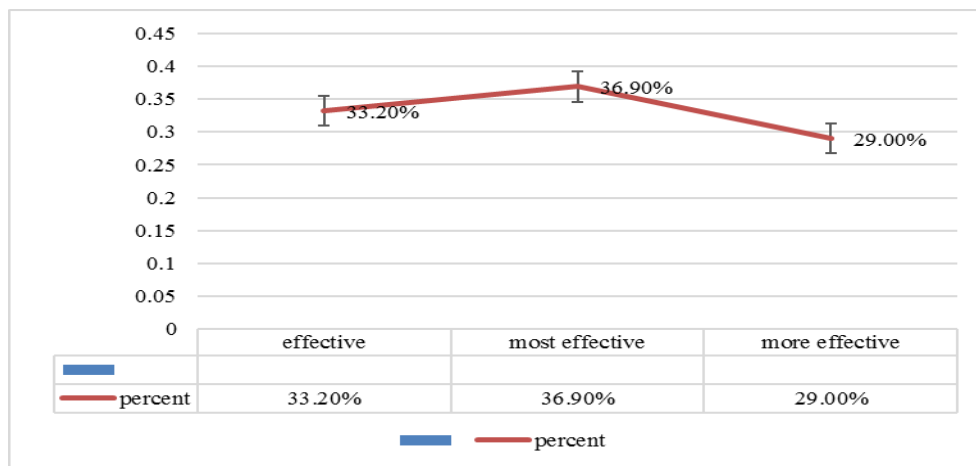


Figure 42: Public Trust and Confidence

This result suggests that ethical leadership in Uasin Gishu County was most effective when leaders entrenched public confidence and trust. The average of 2.0 and standard deviation of 1.38941 shows that public servants in the study site were committed to strengthening public confidence and trust, thus supporting the inference that public confidence and trust was most effective. This finding is inconsistent with a study done by Schario & Konisky (2008) who suggested that the public generally has low level of trust in government. Most scholars agree that perceptions may vary across national and county governments. This is because of things like different interactions about which levels of government are accountable for the political, social and economic factors that affect peoples' confidence in public institutions. Feedback from respondents shows that the public does not have a lot of trust in their government.

The study intended to investigate the effectiveness of professional standards in Uasin Gishu County. The question posed to the respondents sought to test perceptions on the extent to which leaders in public institutions demonstrate the highest standards of professional competence. Majority (38.4%) indicated most effective, whereas 31.0% and 29.8% indicated more effective and effective respectively.

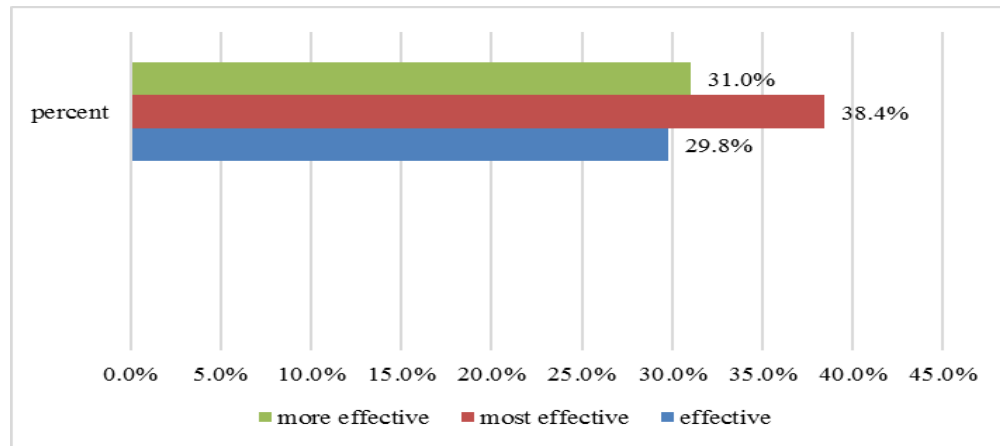


Figure 43: Effectiveness of Professional Standards

This result demonstrates that respondents provided varied answers as supported by a standard deviation of 1.29717. A high standard deviation shows that variance from the mean of 2.1 was high, signifying that the level of perceptions on the willingness and/or extent of leaders in public institutions to demonstrate high standards of professional competence was distinct. Schario & Konisky (2008) suggested that “levels of perceptions among citizens can vary owing to direct or indirect influence of a given phenomenon on them. An individual who rarely seeks government services may have a neutral perception on the bureaucracy of government services. Those who regularly seek government services may have negative perceptions.” The study also sought to examine the effectiveness of ethical leadership in terms of reducing employee absenteeism, misconduct and improvement of job satisfaction and performance.

Analysis of the collected data established that majority (44.6%) of the respondents believed that ethical practices were the most effective in relation to improving job satisfaction, performance and reducing employee absenteeism. Nearly a third (32.1%) and 22.7% indicated most effective and effective, denoting that the distribution of responses deviates by 0.76735 from a mean of 2.1.

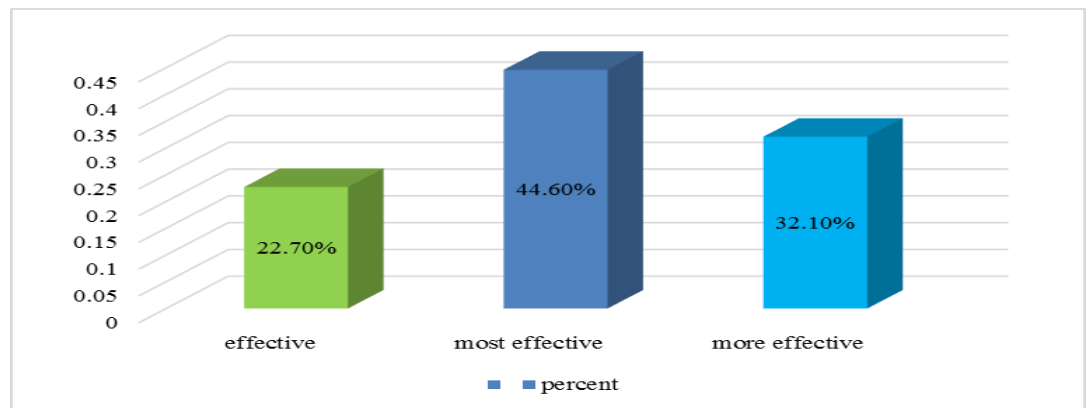


Figure 44: Improvement of Job Satisfaction

This result demonstrates that effectiveness of ethical leadership in terms of improving employee performance and tackling aspects of service delivery Uasin Gishu County varies. The average mean of 2.1 underscores the positive progress noted in terms of enhancing effectiveness of ethical leadership in the county. The study sought to determine the effectiveness of ethical leadership in reducing employee turnover rate in public institutions. On a 3 - point scale, majority (34.9%) of the respondents believed that ethical leadership scaled down employee turnover in Uasin Gishu County, while 34.1% and 30.4% were of the considered view that ethical leadership was more effective and effective respectively in relation to reducing employee turnover.

This finding agrees with a study done by Kim & Brymer (2011) who observed that “ethical leadership and active participation of employees in the decision - making process leads to improved employee’s job satisfaction.”

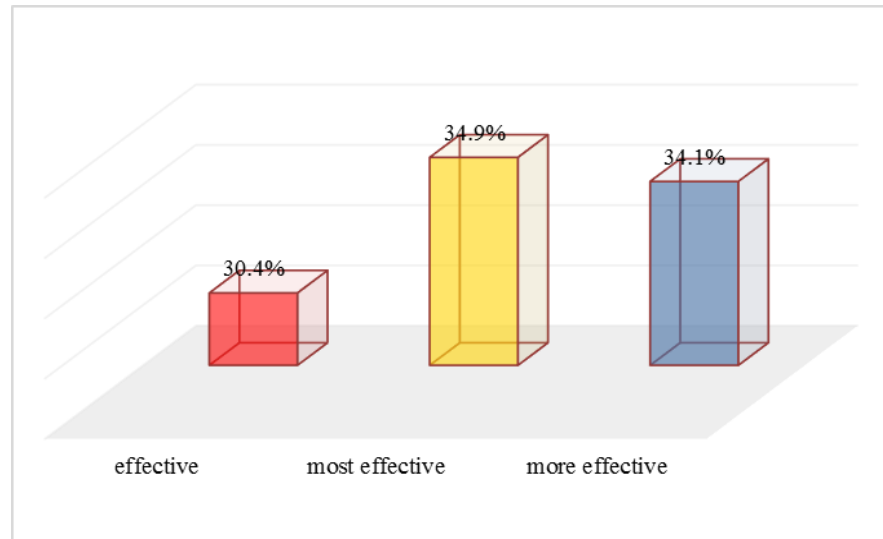


Figure 45: Employee Turnover

Findings on the second objective of the study have demonstrated that effectiveness of ethical practices are measured and/or emblemized by high ethical competence and professional ethics. Without ethical leaders, public institutions will be characterized by high pilferage and plundering of public coffers. The results have illustrated that effective ethical leadership enhances the capacity of those in charge of public offices to anticipate threats that could hamper effectiveness and efficiency of service delivery and the possible approaches to mitigating the bottlenecks that affect delivery of public goods. The results have established that effective governance can be enhanced through entrenchment of public trust and confidence. When citizens have trust in public servants there is enhancement of service delivery by street level bureaucrats. The overall computed mean of 2.0 and standard deviation of 0.9368 show that effectiveness of ethical leadership on governance has been most effective in the Uasin Gishu County.

Most of the current evidence on ethical leadership on governance differs with the finding in this section. Ndege (2014), suggested that “most counties are grappling with high graft and inefficiencies because of poor ethical and professional competence.” Omanga (2019) notes that public participation has not clearly illustrated its mandate to project sustainability. The general public is supposed to change their mindset and leadership. This will help improve their attitude towards public participation and encourage them to participate.

Ethical Leadership Challenges on Governance

This section sought to offer an insightful approach on the various challenges facing effectiveness of ethical leadership on county governance with specific emphasis on Uasin Gishu County. Analysis of data in this section will draw patterns and trends on ethical leadership challenges. This will provide a basis for drawing appropriate recommendations in the subsequent section. This section will describe data on different themes developed as per the question posed to the respondents.

Table 21: Challenges of Ethical Leadership

Ethical challenges	Leadership	Very little extent	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Lack of top management support		9.7%	9.4%	20.2%	21.0%	39.8%	3.7	1.33029
Rigid organization culture		6.0%	15.3%	19.6%	32.7%	26.4%	3.6	1.20020
Comprehensive organization structure		7.7%	14.8%	24.4%	30.7%	22.4%	3.5	1.20690
Low levels of competency among staff		10.5%	8.8%	20.7%	29.3%	30.7%	3.6	1.28978
Level of professionalism of managers		8.8%	6.8%	14.5%	29.3%	40.1%	3.9	1.26623
Average							3.7	1.2587

It was evident from table 21 that majority (39.8%) of the respondents agreed to a very great extent that lack of top management support hampered effective governance. Top management determines adoption and/or implementation of ethical leadership, while 21.0% were of the considered opinion that lack of commitment by leaders on the top hierarchy affected governance owing to poor ethical standards and professional ethics. On the other hand, 20.2% agreed to a moderate extent on commitment by top leaders, while 9.7% and 9.4% indicated very little and little extent.

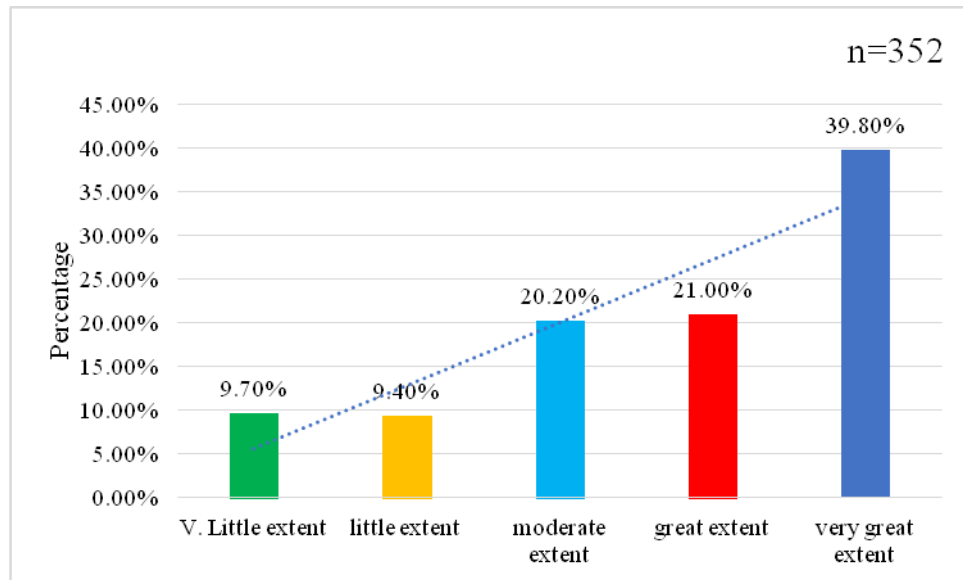


Figure 46: Top Management Support

As supported by an average mean of 3.7 and standard deviation of 1.33029, it is succinct that the effectiveness of ethical leadership and implementation of the ethical code of conduct on county governance has been hindered by uncommitted top leadership. This result is in tandem with much of existing literature on the challenges facing ethical leadership. Fulmer (2004) stated that lack of ownership of policies at the decision making level means that street level bureaucrats are left to implement policies based on personal discretion and coping mechanism.

The research sought to investigate the extent to how rigid organizational culture translated into ineffective ethical leadership leading to poor governance outcomes. Most respondents (32.7%) agreed to a great extent that rigidity of the public sector culture affected governance effectiveness. About 26.4% respondents agreed to a very great extent, while 19.6% indicated moderate extent, whereas 15.3% and 6.0% were of the considered view that effectiveness of ethical leadership is affected by the rigidity of organizational culture to little and very little extent.

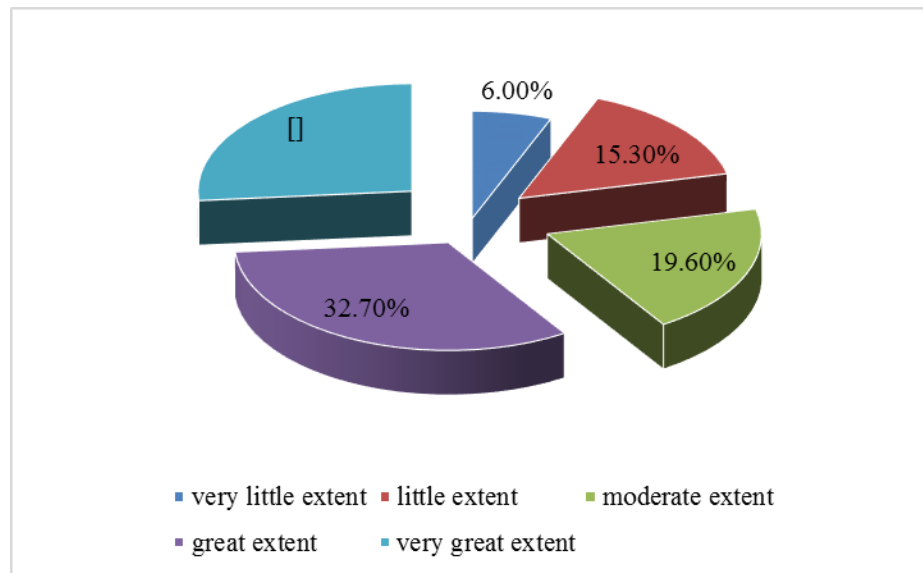


Figure 47: Rigidity of Organizational Culture

An average of 3.6 and standard deviation of 1.20020 affirms that rigid organizational culture in Uasin Gishu County undermines effective governance because of low ethical leadership on county governance. This finding is in line with much of the existing evidence on challenges facing county governance. Zhao & Begley (2015) observed that rigid culture in any ideal organizational set up creates risks to critical assets and organizational dysfunction. This result underscores the need to entrench a flexible culture for risk mitigation and guidelines for both short and long term creation of value.

The research sought to determine the extent to which organizational structure influenced effectiveness of ethical culture. About 30.7% of the respondents agreed to a great extent on the effect of comprehensive organizational structure on governance, while 22.4% agreed to a very great extent. Conversely, nearly a quarter (24.4%) of the respondents agreed to a moderate extent, whereas 14.8% and 7.7% agreed to little and very little extent respectively.

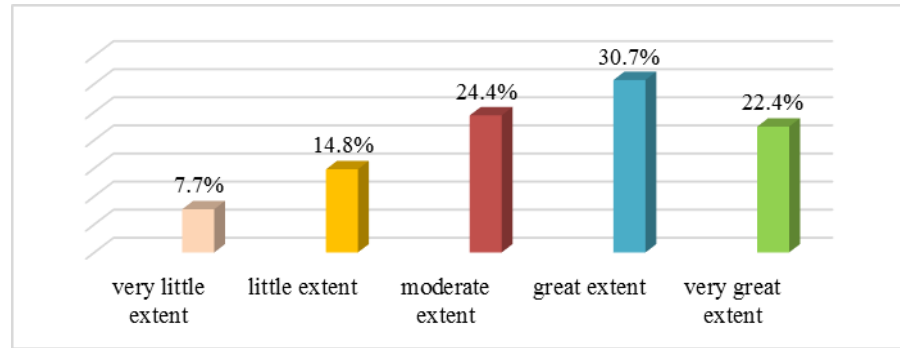


Figure 48: Organizational Structure

This finding suggests that lack of a comprehensive organizational structure impedes strengthening of ethical leadership for enhanced and/or effective governance. An average mean of 3.5 and standard deviation of 1.20690 affirms that comprehensive structure of an organization predicates effectiveness of ethical leadership on governance. This finding underscores the need for public institutions and counties to create and/or design sound and solid organizational structures which support easy flow of commands/information. The need for comprehensive structures means that organizations ought to identify their needs through comprehensive social audit processes such as situation analysis as a basis of planning and enhancing organizational dynamism.

In support of this finding, Omanga (2019) underpins the need for leaders in public institutions to review an organization's structure as a basis of determining human, financial and technical resources available, how they should be allocated and which resources are lacking. Analysis of collected data on the challenge of low levels of competence among the staff revealed that 30.7% of the respondents supported the view to a very great extent, while 29.3% supported the statement to a great extent.

Conversely, 20.7% agreed to a moderate extent on the effect of staff competence levels, while 10.5% and 8.8% agreed to a very low extent and little extent respectively.

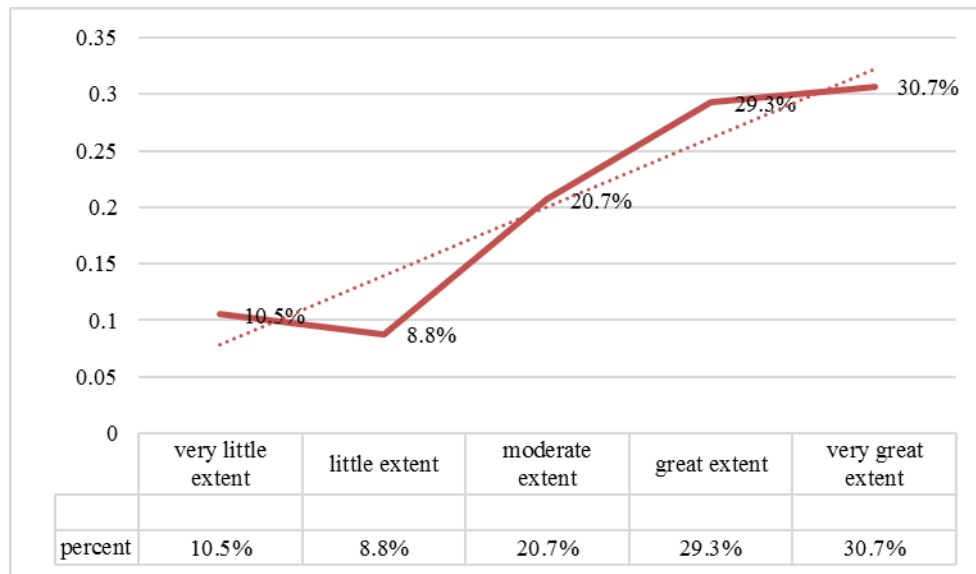


Figure 49: Competence among the Staff

This finding suggests that competence levels of most public servants continue to influence the effectiveness of ethical leadership. In fact, staff/employees are the blood of any organization, meaning that their level of competence and skills determine the extent of organizational success. An average of 3.6 and standard deviation of 1.28978 without a doubt underscores the need for public institutions to employ civil servants based on competence coupled with the need to place talent where it is best suited. Much of existing evidence on challenges facing effective county government places blame on the level of staff competence. Toroitich, Mburugu & Waweru (2017) stated that employee competence significantly influences the implementation of county governments' policies. To this end, the author suggests that county staff be trained to enhance the implementation of policies.

The research sought to investigate the effect of levels of managers' professionalism on ethical leadership and county governance. Analysis of the collected data indicated that majority (40.1%) of the respondents viewed that professionalism of managers in charge of public institutions affects governance to a very great extent, while 29.3% indicated that public sector professionalism influences effective governance to a great extent. Whereas 14.5% agreed to a moderate extent on the influence of managers' professionalism and effective leadership, while 8.8% and 6.8% agreed to a very little and little extent respectively.

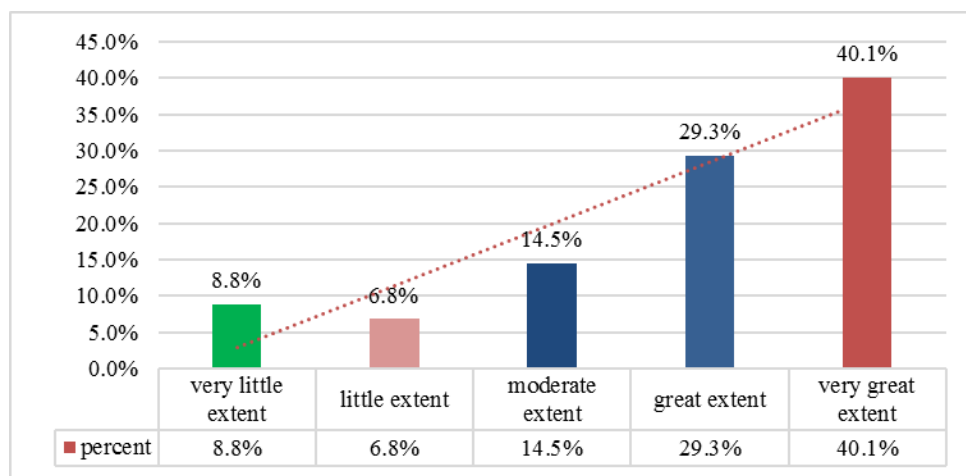


Figure 50: Level of Resourcefulness

The interpretation of this result encompasses the need for effective management through perfect personnel management. Professional managers achieve results when they work hand in hand as a team with their employees. They are able to meet deadlines and motivate employees for achieving the set objectives, signifying that the job description of a manager requires someone with specific competencies in order to facilitate effective management in the organization. An average of 3.9 and standard deviation of 1.2663 reinforces the interlinkages between the level of professionalism and effective county governance.

This section has demonstrated that talent from team members can be drawn and utilized effectively by effective managers. Heywood et al. (2017) reinforce this finding by noting that a manager's priority is to meet public expectation when employees work as a team. This can be achieved by motivating and managing subordinates. A computed mean of 3.7 and standard deviation of 1.2587 on challenges facing ethical leadership on county governance shows that less support from top managers, rigidity of organizational culture, level of staff competence, managers' professionalism and organizational structure affect effectiveness of ethical leadership. Data analysis has demonstrated the need for public servants to entrench high moral standards and professional ethics as a basis of gaining public trust and confidence. Oduol (2014) argues along the finding of this study by stating that ethical challenges persist. They are intensified because the state and leaders have failed to critically reflect on these influences and allowed the nation's destiny, values and needs be defined by international bodies. The results have demonstrated the need for those in charge of national and county governments to take stock of the gains made since the inception of devolution while cognizant of the challenges that bedevil public sector management with emphasis at the sub national level. The results illustrate the essentials of formulating sound monitoring and evaluation systems at the national and sub national levels so that gains and drawbacks experienced in the public sector can be analyzed for the purpose of learning and drawing insights that can form future decision making.

Promoting Ethical Leadership

The study sought to establish possible recommendations for effective ethical leadership. Respondents were required to provide possible ways that can be adopted as a basis of enhancing and/or promoting good governance. An open - ended question was posed to the respondents.

The study adopted thematic analysis where various responses were merged and analyzed statistically using quantitative data analysis technique. In addition, a multiple response approach was adopted with a view to analyzing different suggestions provided by respondents in relation to effective governance in public institutions.

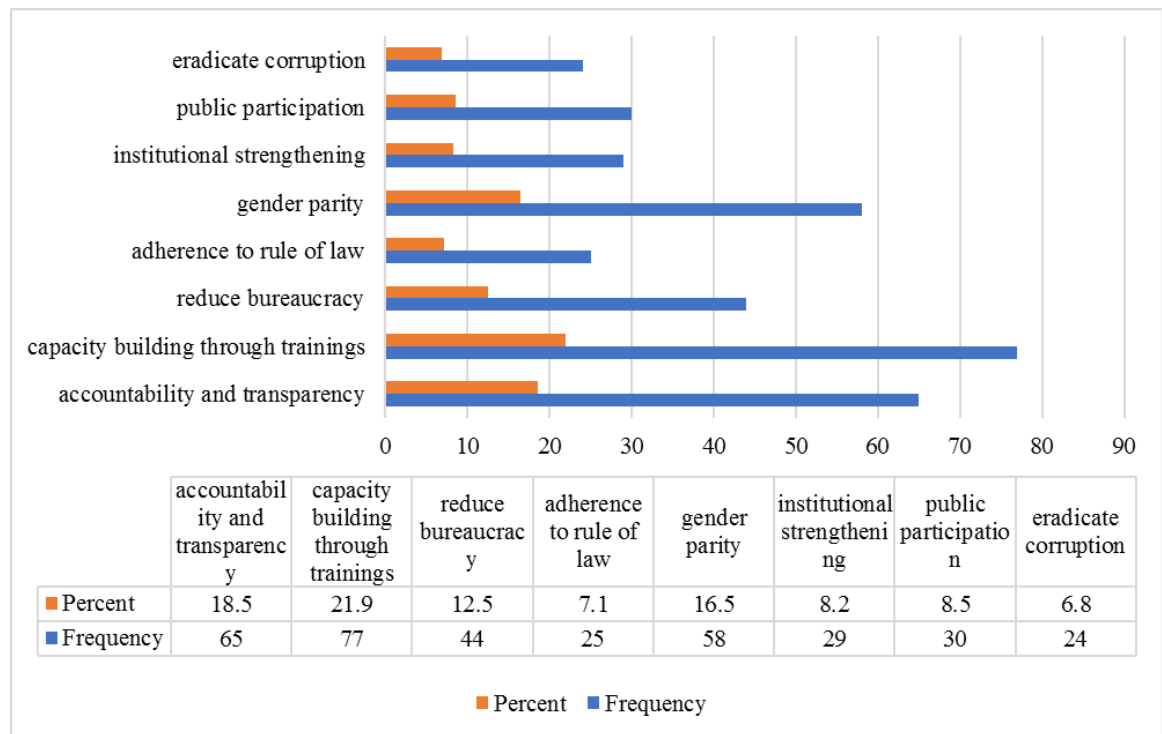


Figure 51: Recommendations for effective governance

Majority (21.9%) of the respondents were of the view that promotion of good governance can be achieved by building capacities of the public sector employees through trainings, while 18.5% of the respondents suggested that enhancement of good governance in public sector can be realized through seamless accountability and transparency standards. On the other hand, 16.5% of the respondents suggested that effective governance in public institutions can be supplemented through gender parity so that gender distribution in government is representative.

About 8.5% and 8.2% of the respondents indicated that effective governance can be promoted through public participation and institutional strengthening respectively, while 7.1% and 6.8% of the respondents suggested that good governance can be enhanced through obedience to the rule of law and eradication of corruption respectively. Results in this section suggest that good governance can be realized through adopting key tenets of new public administration, where those in charge of public institutions should adopt day – to – day management practices applied in the private sector.

Data analysis implies that good planning and co - operation in public institutions will promote good governance coupled with embracing diversity and maintaining security may contribute to good governance. The study established that empowering people especially women and the youth in public institutions will promote ethical leadership. For instance, involving the youth in running the country affairs will result in well inclusive governance. Promoting equality and fairness in public participation is a key predictor of effective governance.

Fairness in distribution of resources at the national and sub national level was quoted as a crucial enabler of good governance. Creation of prudent regulatory bodies that are focused on performance coupled with creation of awareness on the need for good governance was underlined by respondents as an important approach to effective ethical leadership. Other respondents suggested that staff motivation, for example, by salary addition may promote governance. Others affirmed that leaders should practice fairness when dealing with employees so that there is maximum output. Analysis of the responses from the collected data established the need for leaders to embrace ethical leadership in public institutions. Servant leadership can be achieved through enforcing laws in institutions. Good governance involves systematic consultation before decisions are made.

Analysis of the responses from key informants established that leaders should be transparent in their dealings and treat all individuals equally coupled with the need to uphold high moral standards in their dealings. The concerns of the persons with disabilities should be prioritized, such as being able to have access to buildings, roads, social amenities, other equipment and devices that can make moving around easier for them. Leaders should observe high levels of integrity in offering services to the public. They should strive towards uniting people and engaging in corruption free activities. Persons in authority should be honest, transparent and uphold high levels of integrity in all governance aspects.

This study establishes the need for leaders to eschew discrimination towards common people when in the line of duty. Formation of a complaints committee to deal with grievances raised by the public and encouraging teamwork can promote good governance. This study also established that honesty and transparency should be enhanced to promote ethical leadership. Leaders should embrace transparency and a corruption free environment. Transparency and accountability should be embraced to achieve good governance. The need to sensitize staff on ethical practices was pointed out by respondents. Institutional objectives should be aligned to promote transparency.

Effective governance can be realized through designing reporting mechanisms to prevent unethical practices. Leaders should exercise professionalism when dealing with staff. Employers and employees should promote good working relationships. Everyone should be treated equally to avoid discrimination coupled with the need to create openness in all public institutions to create transparency in all undertakings. Results suggest that leaders should be objective and vision oriented. They should shun corrupt dealings.

The study established the need for public servants to acquire appropriate skills through education and training since the level of education determines the depths of development owing to information and exposure acquired. Analysis of the responses determined that leaders should embrace accountability and transparency in their dealings. Accountability and transparency should be embraced by all leaders in all levels of the organization. Transparency, integrity and equity are among the virtues that promote good governance if embraced. Top management should offer necessary support needed by employees such as workshops and seminars. Corruption can be avoided by practicing fair and equal distribution of resources.

This study proposes the need for public resources to be allocated without any discrimination. Pension should be disbursed to beneficiaries effectively. The right people should be placed in the right positions to promote good governance with a view to entrench ethical leadership and reduce bureaucracy in public institutions. To achieve this end, respondents suggested that leaders should adhere to the tenets of the constitution with specific emphasis to what is stipulated in chapter six of the constitution. The study established that all employees and their leaders should be encouraged to strictly adhere to the rule of law and organizational rules and guidelines. Put differently, public servants should strictly adhere to the organizational code of ethics and exercise highest level of professionalism while at work. Exercising professionalism and adhering to the organizations' code of ethics will bring about good governance. This study proposes that the government through top management should give support and motivate public servants who have shown exemplary performance in various fields. There is need to effectively implement organizational and legal structures with a view to reducing corruption. This will promote good governance by avoiding nepotism when placing people in positions of authority, but instead evaluate individuals based on their skills and competence in that specific field.

There is need to integrate servant leadership as a basis of promoting effective governance and a disciplined culture among public servants. The study established that anyone who holds public office should be held accountable for whatever goes wrong in that specific office.

Inferential Statistics

The study applied inferential statistics as a basis of establishing the generalizability of the results to the entire population. While descriptive statistics are applied to draw trends and data patterns using measures of central tendencies such as mean and standard deviations, inferential statistics are used to establish statistical relationships among variables. Inferential statistics applied in this section include multiple linear regression analysis, correlation and principle component analysis/factor analysis.

Construction of Governance Index

Questions were asked to what extent: i) political transparency and voice for all citizens was heard; ii) provision of efficient and effective public services was done; iii) promotion of health and well being of citizens was experienced and; iv) creation of a favorable climate for stable economic growth was done. Answers were to no extent = 0, little extent = 1, moderate extent = 2, great extent = 3 and very great extent = 4. In this research, the KMO measure of sampling adequacy was used to detect multi - collinearity in the data so that the appropriateness of carrying out PCA could be detected. The KMO results are shown in table 22.

Table 22: KMO measure of sampling adequacy

Variable	KMO
1. Political transparency and voice for all citizens	0.8643
2. Provision of efficient and effective public services	0.8663
3. Promotion of health and well being of citizens	0.8653
4. Creation of favorable climate for stable economic growth	0.8301
Overall	0.8557

The KMO measure was used to compare the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients. Where the variables had common factors, it was established that the partial correlation coefficients were the small in comparison to the total correlation coefficient. In KMO, the maximum value is 1. A value of 0.9 is considered ‘marvelous’, 0.8 ‘meritorious’, 0.7 ‘middling’, 0.6 ‘mediocre’, 0.5 as ‘miserable’ and below 0.5 ‘unacceptable’. Below 0.5 indicates that the overall variables have too little in common to warrant a PCA. The KMO for these data was 0.8557 ‘meritorious’, hence it could be used for PCA. The Eigen values criteria were used to choose one principal component that had an Eigen value greater than 1 as shown in (Table 23). This component accounted for 79.9 percent of the variation.

Table 23: Principal Components

Component	Eigenvalue	Proportion
Component 1	3.190	0.799
Component 2	.301	0.075
Component 3	.276	0.068
Component 4	.227	0.057

Note: N = 352; Components = 4

The following equation was used to construct a decision making index:

$$GI^{nsi} = \sum_{i=1, \dots, n} \left\{ \frac{\%PC_i}{Total \text{ var}} * PC_i \right\}$$

Where GI^{nsi} represent non standardized government index that had both positive and negative values, PC_i the value of the principal components scores predicted from the data, $Total \text{ var}$ is the total variation of the predicted principal component which was 79.9%. Standardization was done to make all values positive and easy to interpret. The following method was used to generate a standardized decision-making:

$$GI_i^{si} = \left\{ \frac{GI_{1, \dots, n}^{nsi} - \min GI^{nsi}}{\max GI^{nsi} - \min GI^{nsi}} \right\} * 100$$

Where GI_i^{si} standardized government index $\min GI^{nsi}$ is the minimum non standardized government index and $\max GI^{nsi}$ is the maximum non standardized government index.

Test for Multicollinearity

VIF was computed with the aim of checking for linear association among the independent variables. The results show that there are no serious issues with multicollinearity. All the variables have VIF value less than 10. The Tolerance values (1/VIF) of all the variables are less than one. Therefore, the data is termed to be suitable for further econometric analysis.

Table 24: VIF test for multicollinearity

Variable	VIF	1/VIF
Gender of the respondent	1.37	0.731
Age of the respondent	1.27	0.788
Experience in years	1.27	0.790
Respondent level of education	1.26	0.795
Finance Sector	1.16	0.861
Agriculture Sector	1.13	0.882
Community Sector	1.09	0.914
Administration Sector	1.08	0.925
Health Sector	1.06	0.945
Mean	1.57	

Test for Heteroskedasticity

Further, the data was checked for heteroskedasticity using white test. According to the finding, the heteroskedasticity value was significant at 10 percent level (Table 25). This meant that there was a serious problem of heteroskedasticity within the data set as a result of robust standard errors used in subsequent analysis.

Table 25: Test for Heteroskedasticity

Source	Chi2	df	p
Heteroskedasticity	56.67*	43	0.079
Skewness	9.71	10	0.466
Kurtosis	0.04	1	0.850

Test for Normality

The Kolmogorov - Smirnov test was used to determine consistency within the data and its suitability for further econometric analysis.

This test helped to establish the internal consistency and association of the explanatory variables used in modeling. The normality test is shown in Table 26. The scores of fairness, integrity, accountability, ethical guidance and people orientation were significant at one percent significance level with a p value = >0.000. These results mean that the collected data set achieved the normality assumption hence it was fit for further analysis.

Table 26: Kolmogorov - Smirnova test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-wilk		
	statistic	df	Sig.	statistics	df	Sig.
Accountability score	0.104	346	0.000	0.931	346	0.000
People orientation score	0.093	346	0.000	0.937	346	0.000
Fairness score	0.077	346	0.000	0.980	346	0.000
Ethical guidance score	0.081	346	0.000	0.985	346	0.001
Integrity score	0.130	346	0.000	0.943	346	0.000
Governance index score	0.211	346	0.000	0.785	346	0.000

- = this is a lower bound of the true significance.

a = Lilliefors Significance Correction

Test for Skewness and Kurtosis

Results for test for skewness and kurtosis (Table 27) demonstrate that there is a normal distribution of independent and dependent data set. Based on the results, accountability score has a skewness coefficient score of 0.693 and kurtosis of 0.185; people orientation score has a skewness score of -0.069 and kurtosis score of 0.826; fairness has skewness score of 0.064 and kurtosis of 1.512; ethical guidance has a skewness score of -0.389 and kurtosis score of 0.161. Integrity has a skewness score of 0.849 and kurtosis score of 0.660. For the dependent variable governance index has a skewness score of 1.500 and kurtosis score of 1.353.

These findings demonstrate that all variables dependent and independent) had their score within the allowable range of -2 to 2 (Rahim et al., 2010). This is an indication of an excellent normal distribution of the data.

Table 27: Test for Skewness and Kurtosis

Variables	Skewness	Kurtosis
Accountability score	0.693	0.185
People orientation score	-0.069	0.826
Fairness score	0.064	1.512
Ethical guidance score	-0.389	0.161
Integrity score	0.849	0.660
Governance index score	1.500	1.353

Correlation Analysis

The study conducted Pearson correlation analysis to indicate a linear association between the predicted and outcome variables or among the latter. It helped in determining the strengths of association in the model, that is, which ethical leadership variable best explained effectiveness of county governance in Uasin Gishu County.

Table 28: Correlation Analysis

		Civility practice	Servant practice	Interperson al role	Informative role	Decisio n role	Governan ce
Civility practice	Pearson	1					
	Correlation						
	Sig. (2 - tailed)						
	N	352					
Servant practice	Pearson	.264**	1				
	Correlation						
	Sig. (2 - tailed)	.000					
	N	352	352				
Interpersonal role	Pearson	.367**	.590**	1			
	Correlation						
	Sig. (2-tailed)	.000	.000				
	N	352	352	352			
Informative role	Pearson	.290**	.573**	.636**	1		
	Correlation						
	Sig. (2 - tailed)	.000	.000	.000			
	N	352	352	352	352		
Decision role	Pearson	.162**	.418**	.378**	.503**	1	
	Correlation						
	Sig. (2 - tailed)	.002	.000	.000	.000		
	N	352	352	352	352	352	
Governance	Pearson	.107*	.377**	.388**	.481**	.406**	1
	Correlation						
	Sig. (2 - tailed)	.045	.000	.000	.000	.000	
	N	352	352	352	352	352	352

From the results, the Pearson Correlation coefficient between civility practice and governance was 0.107. This signifies weak and positive linear association between civility practice and county governance. Servant practice had a correlation value of 0.377 with county governance which indicated an important, constructive and linear relationship between county governance and servant practice of ethical leadership. Interpersonal role had a correlation value of 0.388 which indicated a moderate linear relationship between county governance and interpersonal role as a practice of ethical leadership.

Informative role had a correlation value of 0.481 which established existence of moderate positive linear relationship between county governance and informative role. Correlation coefficients for decision role were 0.406 which showed a moderate positive linear relationship between county governance and decision role. All the significance level values were less than 0.05 ($p < 0.05$) which established existence of a significant and positive linear association between the explanatory variables (civility, servant practice, interpersonal, decision, and informative role) and outcome variable (county governance).

Regression Analysis

A multiple regression analysis was carried out to determine the relative importance of each of the ethical leadership variables in relation to county governance in Kenya. The study applied SPSS version 24.0 to enter and compute the measurements of the multiple regressions. Findings are presented in the following tables:

Table 29: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.532 ^a	.283	.273	.7409	1.957

a. Predictors: (Constant), civility, servant, interpersonal role, informative role, and decision role

b. Dependent Variable: Governance.

Coefficient of determination breaks down the extent to which alterations in the dependent variable can be justified by alterations in the independent variables or the percentage of variation in the dependent variable (county governance) that is explained by all the 5 independent variables (civility, servant, interpersonal, informative and decision role).

The five independent variables that were studied explain 28.3% of variance in effectiveness of county governance as represented by the R^2 . This means that other factors not studied in this research contribute 71.7% of variance in the dependent variable. The Durbin - Watson test was conducted to establish autocorrelation among the predictor variables. The Durbin -Watson statistic was 1.95 (approximately 2.0), meaning that data is not auto correlated (serial correlation).

Table 30: ANOVA

Model		Sum Squares	Of Df	Mean Square	F	Sig.
1	Regression	75.081	5	15.016	27.352	.000 ^b
	Residual	189.950	346	.549		
	Total	265.030	351			

a. Predictors: (Constant), civility, servant, interpersonal role, informative role, and decision role

b. Dependent Variable: Governance.

The P value was 0.001 which was less than 0.005 thus showing a correlation between the predictor's variables (civility, servant, interpersonal, informative and decision role) and response variable (county governance). If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Table 31: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.375	.223		6.153	.000
	civility	.046	.032	.070	1.417	.015
	servant	.094	.064	.088	1.463	.044
	Interpersonal role	.114	.070	.106	1.641	.002
	Informative role	.275	.064	.283	4.324	.000
	decision	.127	.034	.197	3.680	.000

a. Predictors: (Constant), civility, servant, interpersonal, informative and decision role

b. Dependent Variable: governance.

From the regression findings, the substitution of the equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$) become:

$$Y = 1.375 + 0.46X_1 + 0.94X_2 + 0.114X_3 + 0.275X_4 + 0.127X_5$$

Where Y is the dependent variable (county governance), X_1 is civility, X_2 is servant practice, X_3 is interpersonal role, X_4 is informative role while X_5 is decision role. According to the equation, taking all factors (Civility, servant, interpersonal, informative and decision role) constant at zero, effectiveness of county governance through ethical leadership will be 1.375. The data findings also showed that a unit increase in civility variable would lead to a 0.46 increase in effectiveness of county governance. A unit increase in servant practice would lead to a 0.94 increase in county governance. A unit increase in interpersonal role would lead to a 0.114 increase in county governance when ethical leadership is applied.

A unit increase in informative role would lead to a 0.275 increase in county governance. A unit increase in decision role would lead to a 0.127 increase in county governance when ethical leadership is employed. This means that the order of significance on effects of ethical leadership practices was informative, decision, interpersonal and servant role and civility respectively.

Chapter Summary

This chapter gave a well informed explanation of data analysis, presentation and interpretation of findings, and discussion of findings. Analysis of the study findings established that ethical leadership practices (Civility, servant hood, informative, decision and interpersonal role) are positively correlated with governance. The study established that ethical leadership was not effective in Uasin Gishu County. On the challenges facing ethical leadership, the study established that levels of professionalism of managers was the greatest challenge followed by low levels of competence among the staff, rigid organizational structure, lack of top management commitment and lack of a comprehensive organizational structure. On recommendations, the study determined that ethical leadership can be enhanced by inculcating a culture that advocates doing what is right compared to doing what is wrong. Over and above, the study recommended that there is need to strengthen institutions, build capacity through trainings, entrench a culture of accountability and transparency.

CHAPTER FIVE: SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH

Introduction

This chapter evaluates the outcome of the study. It comprises of the summary of the findings, conclusion, implications of the study, recommendations and areas for further research. The implications of the study include the theoretical, methodological and managerial values of the study.

Summary of Findings

The main objective of the study was to examine the relationship between ethical leadership and governance in public institutions with particular focus on Uasin Gishu County. The level and determinants of ethical leadership in Uasin Gishu County were also explored. This section provided a summary of the findings in light of the specific study objectives. Use of ELS enabled the study to determine respondents' perceptions of their leaders. Questionnaire statements were reduced to 5 components of ethical leadership through exploratory factor analysis. Results demonstrated that fairness was the most important attribute of ethical leadership, followed by people orientation, accountability and integrity. ELS enabled the study to establish the most vital attribute of ethical leadership based on the respondents' perceptions of their immediate authority.

Ethical Leadership Practices

Data analysis on the first objective of the study. It was seeking data on the influence of ethical leadership practices on governance within Uasin Gishu County established that ethical leadership practices entrench a culture of ethical behaviour. In addition, the study established that ethical leadership practices influence organizational success. Ethical leaders possess moral knowledge on ethical issues. They encourage employees to be more civic and engage more in serving service seekers to meet the intended objectives. The study findings have contributed new knowledge by establishing that for effective governance, leaders should understand individuals to optimize effectiveness of collaborative teams.

Further to the above, analysis of collected data revealed that ethical leaders take time to give full attention to serving people to ensure that the service is delivered as intended and that public servants should be more citizen focused to ensure the organizations they lead are governed well. The findings of the study in the first objective provide important insights that complement the existing body of knowledge by revealing that ethical leaders depend on persuasion rather than coercion to gain the support of each person served. The study results contribute to the body of current knowledge by proving that servant leadership is a key predictor for effective ethical leadership ($p < .05$). The study established that leaders have responsibilities to liaise with stakeholders and the government registration body to ensure that the set policies are followed. This finding is comparable to a study by Strasser (2018) who suggested that ethical leaders respect others so that there is rapport for effective service delivery. Being civil towards others is part of being a good and moral person.

The study findings bridge the current knowledge gap on interpersonal role, which is a recurrent practice in ethical leadership by suggesting that interpersonal role plays an essential part in ensuring that government policies and/or directives are implemented to the letter of the constitution. Leaders who have strong emotional intelligence have the ability to understand the things that motivate their subordinates. They utilize this knowledge to attain the best results. This result is in tandem with an investigation conducted by Petrides et al. (2018). The study suggested that employees with emotional intelligence have better communication skills, better relationships with colleagues and better problem solving skills. They embrace change and develop trust between themselves and employers, clients and colleagues.

Results of the study provide indispensable entry points on emotional intelligence. The current literature on ethical leadership has knowledge gaps on the essentials of emotional intelligence. This finding implies that emotional intelligence is a key predictor of ethical leadership for effective governance. The study found that public leaders should hold themselves with integrity since they are figure heads in their organization thereby ensuring the organizations run smoothly. This finding agrees with a study done by Heywood et al. (2017) who suggested that one potential way of addressing the integrity gap in public institutions is to focus on promoting integrity rather than directly combating the problem at hand.

The results indicate the crucial function of informative role. Ethical leaders should monitor the daily operation of their organizations with a view to ensuring procedures are done in accordance with the mandates of the organizations. The current study bridges the existing knowledge gap on informative role since the existing body of knowledge concentrates on aggregated ethical leadership approach.

This study bridges the literature gap by reinforcing the need for public servants to ensure that they disseminate critical information between the government and the shareholders and ensure any information necessary is available to the public. This finding agrees with Kwok & Xie (2016) who observed that informative role of a manager is to monitor for information and disseminate the information to others, within and outside the organization. The study complements the existing literature by establishing that ethical leaders should ensure that they convey information that is necessary between the government and the public. This finding is comparable with a study done by Lewis & Gilman (2005) who believed that governance can only be strengthened through information sharing to promote honesty, transparency and professionalism. Similarly, scholars in Kenya who have concentrated on county governance suggest that informative role of public servants is to provide information to the citizens as a basis of entrenching transparency and integrity in the management of public resources (Ogola et al., 2017; Cheeseman, Lynch & Willis, 2016).

Findings of the study demonstrate that leaders should try to transform the public sector and make it into something that is corporate and increase the performance of the civil servants by borrowing management tools from the private sector. This finding is comparable to a study carried out by Mintzberg (1973) who suggested that decision role requires leaders who want to appropriately administer enterprises, signifying that public leaders can effectively play their role by being adaptive and flexible in various circumstances by taking on different responsibilities, shifting and adapting to new roles and including creating some of these new roles. The internal and external contexts how a government performs its function is continually becoming different.

Respondents agreed that ethical leaders should ensure that they identify entrepreneurship opportunities that the public institutions can exploit for the benefit of the government and the public. Leaders should ensure equal distribution of resources to the beneficiaries without discrimination. Public servants should act as the negotiators on behalf of the government and the public in general in all critical engagements as far as their institution is concerned. This finding agrees with Obiefuna (2014) who observed that public leaders in any government department are similar to a compass through which the organization finds its bearing. This study argued that the failure of most organizations is usually as a result of the fact that top management in these organizations also fail to deliver in their duties. Results for the first objective of the study have demonstrated that ethical leadership practices (Civility, servant hood, informative , decision and interpersonal role) are positively correlated with governance ($p < .05$) . Ethical practices influence altruism and/or extent to which leaders go to deliver results for their organizations. This study deduces that organizations that perform well are managed by ethical leaders who understand and prioritize organizational success.

Effectiveness of Ethical Leadership

Data analysis on the second objective of the study which sought data on effectiveness of ethical leadership on governance with specific reference to Uasin Gishu County found that ethical leadership in the county was most effective in terms of the development of administrative processes and practices which promote integrity and ethical values. The findings of this study complement the existing body of evidence such as Doble (1998) who suggested that ethics is a prerequisite to good leadership as a result of the mandate that comes with being a leader. Bowman (2008) observed that ethics is an important aspect for a leader to possess for democracy to flourish.

This study established that mechanisms to support professional ethics and strengthening ethical competence of civil servants was most effective, suggesting that strengthening of ethical competence and professional ethics was most effective. This means that ethical leadership in Uasin Gishu County was progressing in the right direction but at a slow pace. This result is comparable to a study done by Thiel et al. (2012) who argued that strengthening professional code of ethics is important for effective governance. This study bridges the existing knowledge gap on effectiveness of ethical leadership by suggesting that strengthening ethical competence and professional ethics as an important approach to underlining ethical leadership in all spheres of life.

This study established that ethical leadership was most effective when one anticipates particular threats to integrity and ethical standards in the public sector. This finding compares to a study done by Bao et al. (2013). The study suggested that effective leadership is the pivotal tool to keep followers motivated through thorough monitoring to detect behavioral change. The study found that respect for the constitution and laws was most effective. Effectiveness of ethical leadership is defined by respect for the constitutional provisions on leadership and integrity. This finding agrees with Shimengah (2018) who supported the essentials of upholding integrity since ethical practices enhance service delivery. Research findings in this study provide important entry points on how to strengthen devolution by establishing that electing and appointing professionally qualified county leaders with the required leadership traits make the process of attaining devolution goals faster as a result of the fact that resources will be better managed, there will be public participation and a significant reduction in bureaucracy. In addition, the study found that public servants in Uasin Gishu County were committed to strengthening public confidence and trust.

However, this finding is inconsistent with a study done by Schario & Konisky (2008). The study suggested that the public generally has low level of trust in government. The findings of this study provide vital insights by contributing to knowledge by establishing that effectiveness of ethical leadership translates into improving job satisfaction, performance and reducing employee absenteeism. The research findings reveal that ethical leadership scaled down employee turnover in Uasin Gishu County. Effectiveness of ethical leadership on governance was most effective in Uasin Gishu County. On a 3 - point scale (1- effective, 2 - more effective, 3 - most effective), the findings of this study reveal that ethical leadership was effective, signifying that effectiveness of ethical leadership was at the lowest rank of the 3 - point scale. Nonetheless, Schario & Konisky (2008) suggested that levels of perceptions among citizens can vary owing to direct or indirect influence of a given phenomenon on them. Ndege (2014) affirms this finding by suggesting that most counties are grappling with high graft and inefficiencies because of poor ethical and professional competence.

Ethical Leadership Challenges on Governance

Data analysis of data on the third objective of the study, which sought data on ethical leadership challenges on governance, established that lack of top management support hampered effective governance since top management determines adoption and/or implementation of ethical leadership. This result is in tandem with much of existing literature on the challenges facing ethical leadership. Fulmer (2004) stated that lack of ownership of policies at the decision making level means that street level bureaucrats are left to implement policies based on personal discretion and coping mechanism. Notably, this finding on top management support provides requisite contribution to ethical leadership discipline and how to circumvent the public management problems through ethical leadership.

Analysis of the study findings reveals that rigidity of the public sector culture affected governance effectiveness. Results on ethical leadership challenges offer crucial entry points to the present body of evidence by providing a more accentuated meaning on how inflexible culture in the public sector affects service delivery. The present approach by scholars on organizational culture is nuanced since findings present subtle differences on difficulties facing ethical leadership on governance. The current study reveals that that rigid organizational culture in Uasin Gishu County undermines effective governance because of low ethical leadership. This result is congruent with a study done by Zhao & Begley (2015) who observed that rigid culture in any ideal organizational set up creates an organization that is dysfunctional. It creates risk to very important assets including, intellectual property, talent and brand reputation. This result underscores the need to entrench a flexible culture that creates a framework, for both long and short term value creation and for risk mitigation.

Data analysis found that lack of a comprehensive organizational structure impedes strengthening of ethical leadership for enhanced and/or effective governance, signifying that a comprehensive organizational structure predicates effectiveness of ethical leadership on governance. In support of this finding, Omanga (2019) underpins the need for leaders in public institutions to review an organization's structure as a basis of determining human, financial and technical resources are available, how they should be allocated and which resources are lacking. This finding reveals that organizational structure affects effectiveness of ethical leadership. Leaders cannot implement policies without the support of the organization's rules and procedures. The study established that low levels of competence among the staff were a critical challenge bedeviling Uasin Gishu County.

This finding fills the existing knowledge gap on ethical leadership challenges by suggesting that competence levels of most public servants continue to influence the effectiveness of ethical governance. This finding accentuates studies by Toroitich, Mburugu & Waweru (2017) who stated that an employee's effectiveness positively affects the implementation of county government policies. The study reveals that ethical leadership challenges include: Low professionalism of managers in charge of public institutions; dwindling support from top managers; rigid organizational culture; low level of staff competence; managers' professionalism and organizational structure.

Recommendations for Effective Governance

Analysis of data on the fourth objective of the study, which sought data on recommendations for effective governance established that promotion of good governance can be achieved by building the capacities of the public sector personnel through customized trainings. This finding offers important entry points on how to strengthen ethical leadership by recommending that effective governance in public institutions can be enhanced through gender parity so that gender distribution in government is equitable. The study supplements existing recommendations on how to strengthen ethical leadership through adherence to the law and eradication of corruption.

The study noted that involving the public is a key enabler of good governance. Even though the current literature on ethical leadership has emphasized the need for public participation, this study bridges the gap that scholars seem to negate on how to holistically engage the public with a view to prioritizing their needs owing to budgetary constraints that effect implementation of many projects.

This finding is analogous to a study conducted by Needham & Mangan (2016), who observed that effective governance embraces a participatory approach. It is based on a census, accountability, transparency, responsiveness, effectiveness and efficiency. Effective governance is fair and all – encompassing. The study endorses that good governance can be achieved by adopting practices of new public administration. This finding bridges existing knowledge gap by suggesting that ethical leadership, which is the core ingredient of success in the private sector can be infused in the management of the public sector.

The study established that good planning and co - operation in public institutions enhances good governance coupled with embracing diversity and maintaining security may contribute towards good governance. To this end, this study emphasizes the need for a people empowerment approach especially women and the youth in public institutions to enhance good governance. For effective governance, the study established that fairness in distribution of resources at the national and sub national level is a key enabler of good governance. The study recommends the need for leaders to practice impartiality when dealing with public servants so that there are optimum production levels. This recommendation adds to the body of literature on how to enhance ethical leadership by infusing the concept of servant leadership in public institutions coupled with the need for leaders to be transparent in their dealings and uphold high moral standards.

For effective ethical leadership on governance, public servants should observe high levels of integrity in offering services to the public. Leaders should strive towards uniting people and engaging in corruption free activities. The study established that honesty and transparency should be enhanced to promote good governance. Leaders should embrace transparency and a corruption free environment.

For effective governance, the study found that national and county governments should design reporting mechanisms to avert unethical practices. Leaders should exercise professionalism when dealing with staff. This finding provides a more concise answer to the research question on how to enhance effective governance by suggesting that leaders should be objective and vision oriented. They should turn away from corrupt dealings. To ensure effective delivery of services, the study suggests the need for equality in all areas including employment opportunities and distribution of public wealth. Adherence to the constitution can enable leaders to uphold integrity and accountability in the daily running of institutions. The study established the need to create public awareness and sensitization to promote good governance. Public servants should offer services to the public in a transparent way and avoid discrimination. Professional ethics restore confidence in organization .They boost governance and work output.

The study affirms the need for public officers to always consider equality especially when dealing with people living with disabilities. This finding recommends for mainstreaming of equity and equality. The government should give equal opportunities to people with disabilities and avoid bias. This means that the two levels of government, i.e. national and county governments should implement the two - thirds gender rule to boost good governance coupled with the need for leaders to entrench transparency practices when dealing with the public. This will help reduce cases of complaints and underperformance.

Implications of the Study

The implications of the study are categorized into theoretical, methodological and managerial. Theoretical implications are inclusive of extra knowledge on theories and the academic implication. The additional knowledge on theories add contribution to the theories that already exist. The academic implications advance pragmatic knowledge.

Methodological implication includes the relevance of the methodology used. Managerial implication outlines the policy and practice. The relevance of the methodology used confirms its accomplishment of the findings of the study. The managerial implications focus on the decision making of public institutions.

Theoretical Implications

The study contributes to the development of the ethical leadership theories with particular emphasis on teleological and deontological theories. The study links teleological and deontological theory by focusing on ethics as a duty. According to teleological theory, choosing between right and wrong should be judged by the outcomes. Teleological theory links utilitarianism by arguing that people have a moral obligation to maintain high standards of conduct. The link between utilitarianism and teleological theory is precise as the two theories provide a framework for individuals to choose between correct and incorrect. This study advances the theory of servant leadership. It demonstrates that a servant leader's main motivation and purpose is to encourage their followers. Organizational success is the indirect, derived outcome of servant leadership.

The study links deontological theory with other ethical theories, such as servant leadership theory. Deontological theories offer a crucial framework that explains why individuals should see morality as a duty rather than a choice. The study has demonstrated that comprehensive frameworks which describe organizational structures are crucial for the realization of goals in public sector management. This study has reinforced that ethical leadership is crucial for organizational success. The findings advance the tenets of deontological theory by explaining that moral law binds humanity as a necessity and as an obligation to obey its dictates.

Considering the findings, this study has developed theoretical rationale or justification for entrenchment of ethical leadership in organizations. This study has built an air - tight, logical case for the ethical leadership. Theories adopted in this study, such as teleological theories stress the need for organizations to be led by individuals who apply ethical values and principles in managing organizations. Results in this study reason that individuals should be seen as ends and not means, denoting that the findings advance the tenets of deontological theory, which states that morality should be seen as a principle. Data analysis demonstrates that individuals in positions of authority should apply morals as a reason to execute and/or implement policies. This argument advances ethics theories, such as teleological and deontological theories, which support the need for those in authority to apply emotional intelligence when dealing with their followers. Deontological theory is advanced in this study. Findings in our analysis show that equality is the cornerstone of a just society, where all individuals should be treated with respect.

Methodological Implications

The study underscores the use of descriptive survey research design when conducting studies from huge populations. Regression analyses provided inferential statistics. Pearson correlation is relevant in correlation of the variables. The use of regression model enables researchers to establish the relative importance of variables and their collective influence on the dependent variable. Use of mixed research methods as demonstrated in this study enables researchers to use both quantitative and qualitative approaches, where qualitative technique is used to underpin quantitative data. Use of descriptive statistics enhances description of measures of central tendencies such as standard deviation and mean. It provides the general trends and data patterns.

Policy Implications

Even though several scholars have looked into the essentials and/or effectiveness of ethical leadership in reinforcing good governance, this study bridges knowledge gap on the implications of ethical leadership on governance . This study emphasizes that ethical leadership can improve the efficiency and effectiveness of an organization to realize organizational performance. The study argued that public institutions can influence ethical leadership as a basis of enhancing their performance, where this finding develops policy implications by pointing out that leaders in public organizations can control ethical leadership practices. Ethical practices could entrench effectiveness of governance across the spectrum of public administration and indeed the private sector. The study has demonstrated important decision making implications. Integrity in leadership when one is working in the public sector is important. It helps establish trust between the public and their government at both the national and sub national (county) levels.

The results bridge the existing literature gap on how leaders' integrity is important in ensuring that running of the county governments is efficient and corruption free. This has policy implications. Leaders in public offices should provide leadership for the team and organization. They should also supervise the performance and duties of the team members or followers. This finding suggests that organizations should entrench organizational culture that respects ethics and civility of citizens. These lead to an increase in productivity, help institutions to flourish and people to thrive in innovation and possibility. The study deduces that leaders who practice civility ought to possess moral knowledge in terms of making decisions that are ethically grounded. Much of the academic body of knowledge has concentrated on the implications of transformational leadership.

This study provides a more stressed implication of individualized consideration dimension of transformational leadership by asserting that leaders who have respect and individualized consideration for their followers are able to strengthen and deepen synergies that enhance teamwork. The study has demonstrated that leaders should go beyond exerting their influence/aristocratic leadership. They should improve the life satisfaction of the subordinates. The findings of the present study have essential decision making inferences. The study has demonstrated that true servant leadership is about an in depth desire to assist and improve service to others, a comprehensive approach to work, encouraging communism and the equal distribution of power during the decision making process.

Findings in this study have crucial decision making implications. They have established that ethical leadership in governance of public institutions, such as county governments, is a key predictor of successful public management. The study results mean that ethical leaders should leverage ethical leadership practices as a means to encouraging their followers to be astute public servants. Results of this study have important public management insights as the findings have demonstrated that ethical leaders should deepen synergies with their followers through individualized considerations and respect (civility). Findings in this study present very important decision making/policy implications. The results have advocated the need to entrench servant oriented public management approach that focuses on the needs of county governments. The results have affirmed that ethical leadership is critical. It is a public management approach that supports individuals in a group to accomplish common tasks. The study findings have policy implications on stakeholder participation. Involving people (those affected by government policies) enhances the capability of leaders to incorporate the inputs of the citizens through public participation into the overall development plans and systems.

Conclusions

In light of the research questions, the study makes the following conclusions:

The study established that there was a positive linear and important relationship between ethical leadership practices and county governance ($p < .05$). The conclusion of the study is that ethical leadership practices positively influence governance. In addition, the study concludes that ethical leadership practices enhance effective running of public institutions according to set structures, rules and procedures. Anticipating and finding a way to deal with various challenges requires a unique set of competencies in a leader, especially those with a strategic vision, partnership building, the ability to mobilize and manage resources and ethical evaluation. Appropriate ethical behavior requires that all civil servants, especially leaders, behave in a way that serves public interests. Civil servants have to exercise confidentiality while doing their jobs. The ability of the public to trust their government depends on the ability of the civil servants to perform at their jobs.

The findings of the study also proved that ethical leadership in Uasin Gishu County was not effective. The study concludes that notwithstanding, progress made in entrenching ethical leadership in Uasin Gishu County, ethical leadership is yet to take root. The study established that the reasons why ethical leadership is not well entrenched in Uasin Gishu County include the level of professionalism amongst managers, low levels of competence among the staff, rigid organizational structure, lack of top management commitment and lack of a comprehensive organizational structure. The study established that ethical leadership on governance faces a plethora of challenges. The study concludes that public sector culture and organizational rigidity hamper effectiveness of ethical leadership on governance. A rigid organizational culture prevents staff from delivering their best.

In situations where people are not allowed to be autonomous and simply stick to the same set of rules despite not achieving much, it is very hard to grow and develop. An organization's culture determines an organization's philosophy. There are things like the decision making structure, the flow of information, the ability of employees to express themselves and the hierarchy which define the culture of an organization. How leaders allow those that work below them to participate and how they communicate with them will determine how successful that organization will be.

Research findings found that capacity building in the counties is a crucial enabler of effective governance from an ethical perspective. Effective performance by the government is directly related to the creation of market oriented economies, secure and productive populations and government systems that exercise democracy. Policy implementation and providing public goods and services is a challenge and Uasin Gishu County is an example of such a situation. County governments need to develop institutional and human resource capacities. They also need to develop leadership in the public sector to enable counties to anticipate, formulate and implement public policies and strategies which can lead to the effective delivery of public services. The study concludes that customized and regular training of public servants on the essentials of ethical practices is crucial.

Recommendations

Policy Recommendations

The following is a list of policy recommendations that the study established upon critical evaluation of the study findings:

The study recommends that leaders should prioritize ethical performance by entrenching workplace ethics that promote service delivery in a way that is efficient and effective. The study established that ethical leadership practices are key enablers of good governance. Ethical leadership is founded on ethical norms and practices. Lack of it slows down the achievement of good governance. Effective leadership makes it possible to provide efficient services, a clear mission and vision, a conducive environment that enhances inventiveness, creativity and a resource for creating an active culture in public sector organizations. From the feedback given by respondents, the people of Uasin Gishu County expect their leaders to utilize the available resources to advance the lives of the people living in that community. Leadership in a public organization is for one to serve in the best interest of the public. This means having a clear understanding of the expectations of members of the public and using public resources availed to them to make people's lives better. The study recommends that county governments should strengthen ethical capability of civil servants and design sound mechanisms that support professional ethics by providing training. Training will ensure that the civil servants understand their mandate because they determine the performance of public institutions.

Training will also help the civil servants understand the various consequences they are likely to face if they go against the ethical code of conduct. In addition, training will help the civil servants understand how and when they are allowed to utilize their power. In addition, it is also

important for the public sector to strengthen the ability of their leaders to act responsibly and avoid a conflict of interest. If this is not well implemented, it leads to things like corruption, fraud and scandals. Eventually, the public loses faith in their leaders' ability to deliver.

The study recommends creation of monitoring and evaluation systems in the counties that will enable county governments to routinely measure progress of service delivery with a view to enhancing the efficiency, effectiveness and sustainability. There is need to ensure that ethical leadership is being followed. Effective monitoring and evaluation systems are important in public institutions. They provide an opportunity for people to hold their government accountable for things like budgets. They encourage transparency. This means that policy implementation will be more effective as a result of careful planning. On one hand, planning assists in focusing on results that will bring a lot of development. On the other hand, monitoring and evaluation provides an avenue to learn from past experiences and provide a way to deal with challenges encountered in the implementation process.

The study recommends adoption of key tenets of new public administration, where those in charge of public institutions should adopt day – to – day management practices applied in the private sector. Effectively managing people is a technique that requires effective planning and development. Management practices are not supposed to be reduced to a standard set of guidelines that work for all institutions continually. Instead, leaders should be encouraged to manage their time and resources effectively in order to achieve their goals. If, for example, these institutions are dealing with change and this change is not handled accurately, it can frustrate both the leaders and everyone working under them. This will in turn affect productivity. They

will not be able to deliver their best to the people. The study recommends for deliberate and proactive measures to inculcate ethical culture. The researcher argues that an aspect such as emotional intelligence is important in helping a leader to nurture the values of ethics in people. Emotional intelligence can help in come up with effective solutions to problems, better decision making, time management and managing crisis.

Recommendations for Research

The study was limited to Uasin Gishu County, signifying the need to conduct a study across the country with the intention of establishing influence of ethical leadership on governance. Expanding horizons in order to have a broader understanding of the relationship between ethical leadership and governance is imperative as it assists in the development of both county and national governments. It is important to carry out a panel data study to determine if the fact that the new constitution catering for the new legal and regulatory framework was effective in discovering the leadership and integrity of public servants. The panel data study (before and after the new constitution) will give information and determine if the country will have succeeded in making strides and realizing gains and how to develop these gains while having the intention to acquire more gains on leadership and integrity as enshrined in the sixth chapter of the constitution. Further, studies can also be conducted on how best to expand public sector reforms and evaluate chapter six of the Kenyan constitution.

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APPENDIX I: INTRODUCTORY LETTER TO THE RESPONDENTS

Henry Kiprono Kosgey

Uasin Gishu County

Dear Sir/Madam

Subject: Doctoral Thesis Research Questionnaire, Data Collection

My name is Henry Kiprono Kosgey. I am a Ph.D. student at Pan Africa Christian University, and I am currently doing research for my thesis on Ethical Leadership and County Governance in Kenya: A Case Study of Uasin Gishu County to fulfil the requirements for the Award of Degree of Doctor of Philosophy in Organizational Leadership.

The data gathering of my research requires your collaboration in filling out this questionnaire. It takes an average of 10 minutes.

I would really appreciate your help. Your response is extremely valuable for my thesis. Please take the time to complete the questionnaire, and if you have any questions, please contact me. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study.

Thank you in advance for your attention and response.

Yours Faithfully

Henry Kiprono Kosgey

APPENDIX II: QUESTIONNAIRE

This questionnaire is meant to gather information regarding relationship between ethical leadership and governance in public institutions in Kenya.

CONFIDENTIALITY CLAUSE

All information gathered will be for the purpose of this study ONLY and will be strictly confidential.

Instructions

Please tick ☒ and fill in to which applies to you as read through each part.

Section A: Demographic Data

1. Gender:

Male ☐ Female ☐

2. What is your highest level of formal education?

No formal education ☐ Primary level ☐

Secondary level ☐ College/University level ☐

3. How many years have you served or served in public service?

Less than 2 years ☐ 3 to 5 years ☐

6-10 years ☐ Over 11 years ☐

4. Which sectors are you serving?

.....
.....
.....

5. Indicate the position you hold in the organization/ministry/parastatal.

.....
.....
.....

Section B: Ethical Leadership

6. Does your organization encourage ethical leadership to promote good governance in public sector?

Yes ☐ No ☐

7. Kindly indicate the extent to which the following aspects of ethical leadership influence governance in your organization. Use a scale of 1-5 where 1 to no extent, 2 to little extent, 3- moderate extent, 4 to great extent and 5 to very great extent.

Civility					
Public institution requires a leader who is committed to organization success possess moral knowledge on the ethical issues.					
Leaders encourage employees to be more civic and engage more in serving public to meet the intended objective					
For effective governance, leaders should understand individual in order to optimize the effectiveness of virtual collaborative teams					
Servant					
Ethical leaders take time to give full attention to the serving people to ensure the service is delivered to how it is intended					
Most of public servants are more citizen focused to ensure the organization they lead are governed well					
The leader should rely on persuasion rather than coercion to gain the support of each person served.					
Interpersonal role					
Public servant usually has responsibilities for liaison with shareholders and the government registration body to ensure the set policies provided are followed					
Public servants should have strong emotional intelligence					

that enable them to understand what motivates employees and how they use their knowledge to achieve the best results					
Public leaders hold themselves with integrity since they are figure head in the organization thereby ensuring the organizations run smoothly					
Ethical leaders in public institutions monitors the daily operation of the organization to ensure the operation are done in accordance to the mandates of the organizations'					
Public servant ensures that they disseminate the critical information between the government and the shareholders to ensure any information necessary is available to the public					
Leaders ensures that they convey information that is necessary between the government authority and the public					
Decision role					
Public servant ensures that they identify entrepreneurship opportunity that the public institution can exploit for the benefit of the government and public in general					
Leaders ensures that resources are allocated fairly to the beneficially without discrimination					
Public servants they act as the negotiator on behalf of the government and public in general in all critical engagement that their institution is concerned					

8. In your own opinion, indicate the extent to which civility influences governance in public institutions in Uasin Gishu County?

To a very low extent [] To a low extent []

To a moderate extent [] To a very great extent []

To a great extent []

9. In your own opinion, indicate the extent to which servanthood influences governance in public institutions in Kenya?

To a very low extent [] To a low extent []

To a moderate extent [] To a very great extent []

To a great extent []

10. In your own opinion, indicate the extent to which Interpersonal role influences governance in public institutions in Kenya?

To a very low extent [] To a low extent []

To a moderate extent [] To a very great extent []

To a great extent []

11. In your own opinion, indicate the extent to which decision role influences governance in public institutions in Kenya?

To a very low extent [] To a low extent []

To a moderate extent [] To a very great extent []

To a great extent []

12. Kindly indicate the extent to which the following indicators of governance have been realized in your organization. Use a scale of 1-5, where 1-very little extent, 2-little extent, 3-moderate extent, 4-great extent, 5-very great extent

Governance					
Public servants are clear about levels of accountability within the organization.					
Ethical leaders adopt a transparent leadership style that help employees get to know you, understand the decisions leaders make, and feel more connected to the organization.					
In public servant leaders who practices fairness learns about the strengths and talents of the team members and works to engage them.					
Public servant leaders understand that leadership is responsibility not power and take responsibility for their actions which includes both failures and successes.					

Section C: Effectiveness of Ethical Leadership on Governance

13. Kindly indicate the effectiveness of ethical leadership in promoting governance in public institutions.

	ive	Effective	Effective
Developing administrative practices and processes which promote ethical values and integrity			
Strengthening the ethical competence of civil servants, and strengthening mechanisms to support professional ethics			
Anticipating specific threats to ethics standards and integrity in the public sector			
Public servant upholding the constitution and the laws			
Leaders in public servant maintain and strengthen the public's trust and confidence in government institutions			
Leaders in public institutions demonstrate the highest standards of professional competence			
It reduces employee absenteeism, misconduct and improves job satisfaction and performance			
Reduces employees' turnover rate in an organization			

Section D: Challenges Affecting of Ethical Leadership on Governance

14. Kindly indicate the extent to which the following challenges affects governance in public institutions. Use a scale of 1-5, where 1-very little extent, 2-little extent, 3-moderate extent, 4-great extent, 5-very great extent

Governance					
Lack of top management support					
Rigid organization culture					

Comprehensive organization structure					
Low levels of competency among staff					
level of professionalism of managers					
ther (specify)					

15. Kindly indicate what you would recommend to promote governance in public institution through ethical leadership.

.....

.....

.....

THANK YOU FOR YOUR PARTICIPATION

APPENDIX III: WORK PLAN

Activity	Jan 2017	Mar.2 017	May 2017	July 2018	Sep. 2018	Nov. 2018	Dec. 2018	Feb. 2019	Apr. 2019	June 2019
Problem Identification										
Proposal Development										
Preliminary Presentation										
Further proposal development										
Seminar Paper										
Data Collection, analysis and presentation										
Writing and submission of final report										

APPENDIX IV: BUDGET

Item	Cost for @ item (Kshs)	No. of items (Kshs)	Total cost (Kshs)
Typesetting	30	4,000	120,000
Photocopying	40	1,000	40,000
Binding	350	80	28,000
Toners	8000	4	32,000
Printing Paper(realms)	500	40	20,000
Pens	18	25	450
Binding ribbon	50	10	500
Transport Allowance/field assistant	200,000		200,000
Telephone	30,000		30,000
Miscellaneous costs (Publications, Binding and other associated costs	150,000		130,000
Total			600,950

APPENDIX V: NACOSTI CERTIFICATES

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014. CONDITIONS 1. The License is valid for the proposed research, location and specified period. 2. The License and any rights thereunder are non-transferable. 3. The Licensee shall inform the County Governor before commencement of the research. 4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies. 5. The License does not give authority to transfer research materials. 6. NACOSTI may monitor and evaluate the licensed research project. 7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research. 8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice. National Commission for Science, Technology and innovation P.O. Box 30623 - 00100, Nairobi, Kenya TEL: 020 400 7000, 0713 788787, 0735 404245 Email: dg@nacosti.go.ke, registry@nacosti.go.ke Website: www.nacosti.go.ke	 REPUBLIC OF KENYA  National Commission for Science, Technology and Innovation RESEARCH LICENSE Serial No.A 23401 CONDITIONS: see back page
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THIS IS TO CERTIFY THAT:
MR. HENRY KIPRONO KOSGEY
of PAN AFRICA CHRISTIAN UNIVERSITY,
30724-100 Nairobi, has been permitted
to conduct research in Uasin-Gishu
County

on the topic: ETHICAL LEADERSHIP AND
COUNTY GOVERNANCE IN KENYA: A
CASE STUDY OF UASIN GISHU COUNTY

for the period ending:
6th March, 2020


Applicant's
Signature

Permit No : NACOSTI/P/19/34800/28647
Date Of Issue : 6th March, 2019
Fee Recieved :Ksh 2000




Director General
National Commission for Science,
Technology & Innovation

APPENDIX VI: NACOSTI AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/34800/28647**

Date: **6th March, 2019**

Henry Kiprono Kosgey
Pan Africa Christian University
P.O Box 56875 – 00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Ethical leadership and county governance in Kenya: A case study of Uasin Gishu County,*” I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu County** for the period ending **6th March, 2020**.

You are advised to report to **the County Commissioner and the County Director of Education, Uasin Gishu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


DR. MOSES RUGUTT, PHD, OGW
DIRECTOR GENERAL/CEO

Copy to:

The County Commissioner
Uasin Gishu County.

The County Director of Education
Uasin Gishu County.


COUNTY COMMISSIONER
UASIN GISHU COUNTY
15/03/2019.