

# THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

## Analysis of Ethical Conduct Aspects to Governance in Uasin Gishu County Government, Kenya

**Okaya Abigael Namonyo**

Teacher, Department of Governance and Ethics, Mount Kenya University, Kenya

**Dr. Ibrahim Maticha Nyaboga**

Senior Lecturer, Department of Management, Mount Kenya University, Kenya

### **Abstract:**

The study examined the ethical conduct, specifically on the aspects of governance in Uasin Gishu County government, Kenya. In line with the Leadership and Integrity Act, stipulated in the Kenya Constitution assented in 2010, leaders are expected to observe certain ethical principles. However, according to an EACC survey of 2014 and 2016, the tenets of transparency, accountability and integrity have not been adhered to. The study sought to analyze the various components towards good governance in Uasin Gishu to examine the trends and patterns in the local government. The study's objectives included: To assess the influence of integrity towards good governance in Uasin Gishu County; establish the influence of transparency towards good governance in Uasin Gishu County; and evaluate the influence of accountability towards good governance in Uasin Gishu County in Kenya. The theoretical models used in the study were Utilitarianism and Kantianism models. The two explicated two different views of ethics and their application in governance. The study research design was cross sectional descriptive, whereby qualitative and quantitative methods of research were applied. Stratified sampling was employed in drawing an optimum sample of 65 participants from the target population of 210. The instruments for collecting data were Questionnaires with Likert scale questions and interview schedules. The data was then analyzed using SPSS and MS Excel. This was presented in graphs, frequency and tables. The findings indicated that some departments such as the roads and public works were not performing as well as others. Overall, the study indicated that the County officials were making progress in their compliance of ethical conduct. The study concluded that; there are more adherences to the tenets of ethics within the County government than the lack of it. However, a fair share of employees also expressed uncertainty to whether this was the case. The main research shows that there are vast return-benefits of ensuring ethical practices in government. As such, increased efforts, time, manpower, resources and budgetary appropriations are necessary to create comprehensive support systems that positively impact this subject matter (Cox, 2015). It is thus advantageous for all involved stakeholders to scale up efforts that are essential to facilitate this end-goal. Recommendations from the findings include the following: It is imperative that experts who offer ethical guidelines and benchmark compliance in the government departments be included as part and parcel of running the government offices. Checks and balances are necessary in every department. This ensures that governance with transparency, accountability and integrity is delivered. Additionally, there is a need for non-ambiguous, explicit guidelines and protocols on core ethical tenets and guidelines that need to be instilled, promoted and promulgated at every level of governance. Leaders and employees should be thoroughly vetted before being given the big responsibility of public leadership. To cap the study, ethical guidelines should be a central and front issue since it is a significant foundation for any sustainable governing body.

**Keywords:** Ethical conduct aspects, governance, transparency and integrity

### **1. Introduction**

In his IMF working paper, Hillman emphatically asserted that unethical behaviors in government and in the public sector resulted into poor fiscal and economic health of the governed (as cited in International Monetary Fund, 2003). The main principle of the paper is based on the credence that unethical behaviors lead to poor governing. The scholarly work contributes to the understanding of why unethical behaviors have remained entrenched in indigent governing structure, despite repeated programs intended to improve living standards. Hillman averred that the Nietzschean behavior, which is concerned with retreat from ethical values, stipulates that behavior is not predicated on the good and bad, but on the strong and the weak. He argued that the strong seek their self-interest without inhibitions of the conscience, while the weak have no means of resistance. As such no ethical values of respect of autonomy are upheld.

Longley (2018) concedes that the current expectation of government services has become increasingly difficult to appease. Decision making processes can weigh heavily on elected officials and the pressure of balancing ethical compliances and effectual governance can be overwhelming. There is however no compromise for public servants; it is imperative and mandatory that they adhere to the elected official's codes of ethics to serve with courtesy, impartiality, honesty and transparency in all their duties. Leaders are expected to be faithful to those whom they represent by honoring

their obligations to serve them. Their compliance and performance should be benchmarked by how innovative, open, accountable, transparent, responsive they are (Longley, 2018).

Organizations or persons that abuse government assets with a view of attaining personal influence, possessions and political power can be termed as abysmal breaches of conduct (Lawton, 2015). The state has rules which are meant to be adhered to, but unconscionable leaders fail to adhere to code of ethics (Adam, 2004). The moral and ethical code in governance has stirred up the interest of educationists, civil servants and non-governmental organizations. The need for implementation of the aforesaid in third world countries, just as in the developed first world countries is very important. The reputation and achievement status of a state are mirrored by the citizens' responsiveness on how leaders work and how the system functions. As such, much significance is placed on how leaders behave. It is ethically imperative that they carry out their duties honestly and with great diligence, ensuring fairness and parity to everyone, without fear or favor. When leaders accept the role of public service, there is an explicit and irrefutable understanding of prioritizing the citizens' needs. The selfish behavior of leaders has no place in public duty. Selflessness should be the principle character exhibited in leadership when faced with a cross road situation. The leaders' personal life should be exemplary, while avoiding controversy or negative reputation in the public eye (Joseph, 2012).

In addressing political volatility occurring predominantly in African countries during the launch of the global peace leadership conference in Zanzibar, presidents Abeid's reiterated poor accountability structures in governing is the leading reason behind political unrest. The overwhelming perception is that most state officers in Africa are so selfish when it comes to their needs; they forget the fact that their countries needs them (Issa, 2015).

According to Chapter Six of the Kenyan constitution, state officers who are the leaders of this country are expected to follow some guiding principles like competence and suitability, integrity, fair and free elections conducted, impartiality and objectivity, service that is not selfish basing it solely on the interest of the public that is shown by honesty and transparency, accountability and finally discipline and commitment. As stipulated in Chapter Six of the leadership and integrity of the Kenyan constitution, it is shown that state officers should exhibit the highest level of responsibility (Kenya Law, 2017a).

A survey by the EACC showed the departments most prone to manipulation and corruption are the public works, financing departments and public service board. The survey done with 4965 respondents covered 39 out of 47 counties. The results from the survey indicated that 20% were highly corrupt, while 36% were moderately corrupt and 35% were lowly corrupt. Meanwhile in Uasin Gishu County graft issues included loss of revenue in slaughter houses, among other graft issues (2015).

### *1.1. Statement of the Problem*

EACC survey (2014) showed that ethical malpractices in the government such as bribery cases and misappropriation of funds remain obstinate. This has eroded the integrity and standing of Kenya in the international arena. Corruption have not just been isolated at the Counties, but have also crossed over to other foreign jurisdictions such as the 2010 Tokyo land scandal that led to a loss of 1.1 billion; the 2010 department of defense bribery case involving senior Kenya Defense Force officers that misappropriated 1.6 billion; the 2012 military modernization programs misappropriation; the current National Youth Service and NCPB corruption scandals among others (E.A.C.C, 2019; Business Daily Africa, June, 18 2018). At the County level the audit general reports have shown consistent loss of unaccounted funds (Nation Media Group, June 18 2018). The struggle to manage and contain the vice in the country has constantly been slowed down by hurdles with high profile graft cases remaining unresolved for years. (Business Daily Africa, June, 18 2018).

The study therefore sought to find the trends and patterns of ethical conducts at the local level of government through analyzing three key tenets of ethic because for far too long, public servants in government have not had adequate checks and balances in ethical conduct. Compliance to the leadership and integrity Act as stipulated in the Kenya Constitution has been remiss. Violation of ethics has historically been ubiquitous causing an adverse effect to public trust towards institutions of government as well as a domino effect to the economy (E.A.C.C, 2019).

### *1.2. Specific Objectives Were*

To assess the influence of Integrity towards Good Governance in Uasin Gishu county government, Kenya and to establish the influence of Transparency towards Good Governance in Uasin Gishu county government, Kenya.

## **2. Literature Review**

### *2.1. Influences of Integrity towards Good Governance*

According to Noelliste (2013) individuals with the privilege of governing as authorized political leaders, should act in line with the principle of fairness in addition to their duties and obligation as citizens. Wanjohi and Wanyonyi (2005) state that correctness, sincerity and impartiality are virtues of integrity. The role of making certain that integrity prevails in politics is the responsibility of the citizen who ought to provide checks and balances. This is done by participating openly and directly in politics to influence the course of national politics and making sure those in authority are answerable and liable to the people who have delegated them the privilege of authority (Bauman, 2013).

Engelbrecht, Heine, and Mahembe (2017) state that integrity is a quality of being honest and having strong moral principles or discipline. A person of integrity is one who remains firm in his or her beliefs and values even in the face of intense pressure. Such a person has unwavering belief in his or her moral judgment. Having integrity helps to achieve

personal goals in an honest and morally acceptable manner. People of integrity are respected and are often given positions of leadership. However, many of the leaders in society today fall short of this virtue. Leaders should not allow themselves to be manipulated to misuse their positions by engaging in vices such as favoritism, nepotism or tribalism. They should ensure that they treat all people equally and fairly if they are to be respected as people of great integrity.

Lawton and Páez (2015) assert that relevancy on the goodness of words is linked to integrity; perceiving integrity in relation to the understood and occurring regularly in terms of process, actions, measures, ethics, tenets, results and expectations. The worth of a person's character is integrity in a virtuous way. Integrity is perceived as exhibiting unbiased character and showing faithfulness in regard to the motivations of one's actions is how some people see integrity. Human beings who have integrity do not blindly act on impulse or pushed to react, all their moves are astute and judicious, so that they can well be able to accommodate the needs of the other people around them. Personal honesty, which entails genuine beliefs and adhering to them is also perceived as an ideal quality of integrity. Integrity is considered as an essential element of responsible behavior. Ethical accountability goes hand in hand with the aforesaid ethical qualities of leadership. In this notion, integrity acts as a measure of voluntariness to adjust value systems and to uphold or enhance its consistency when an expected result appears, incompatible with the observed outcome (Engelbrecht et al., 2017).

To accomplish a successful development strategy, human rights are to be respected (Engelbrecht et al., 2017; Noelliste, 2013). National development strategies that work in tandem with social justice and civil rights have the best prospect of leading to tangible improvements in the lives of people. For example, there would be no need for social development in the field of education, health and housing if there was no regard and respect for human rights. The United Nations Development Programs stipulate that development strategies have to be anchored in human rights and have to be implemented in line with international human rights norms (U.N.D.P., 2000). The human rights address issues of discrimination and weak systems of accountability that lie at the root of poverty and poor development. It is worth noting that rampant corruption and abuse of human right hampers any development. Leaders ought not to be hypocrites nor morally degenerated- they need to be trustworthy to handle and disburse resources and services to the appropriate causes consistent with principles of virtues. Leaders have to be upright for proper administration of government business to be exercised. Integrity is a fundamental ethical principle; whereby certain standards of conduct are expected of an individual. This is important, particularly so because ethics influence outcome. Moral uprightness entails character that should not be of ill-repute. Influential leaders should act in a manner that is righteous and exercise utmost fairness. Corruption, bribery, cheating, pride, arbitrariness and inconsistent should be eliminated (Wanjohi & Wanyonyi, 2003).

According to Sullivan (2003) honesty is the ability to tell the truth and to carry out one's commitment without deceit. Honesty is related to reliability and faithfulness. When people are honest, they are also dependable and can be trusted to carry out tasks with faithfulness. An honest person does not lie, cheat other people or steal from them. We need to be honest with ourselves and in our dealings with others. When leaders uphold this moral value, they can be trusted in the responsibilities they are given. They also perform their duties honestly with little or no suspicion. If they are in charge of managing resources, they are not likely to misappropriate them. They can carry out their responsibilities without cheating and with total commitment. They may also instill the value of honesty in other people as they relate with them in all aspects of life. Leaders should therefore not allow themselves to take bribes or participate in corruption. Leaders should be willing to help. They should work together towards a common purpose. Cooperation promotes peace and interdependence in the society since each person's value and contribution is felt. Supporting each other and pooling efforts together is a leader's responsibility. Today the spirit of 'harambee' or pulling together in Kenya is founded on the traditional practice of cooperation and collective responsibility. Leaders organize harambees to finance communal projects, such as construction of schools and this leads to development of a nation. 'Unity is strength' is a slogan, leaders should not forget (Were, 2014).

A good citizen does what the law expects at all times and in all situations (Lawton & Páez, 2015). These include being dutiful, faithful and efficient without seeking any further inducement or handouts. A good citizen should offer selfless service with dedication and commitment as a way of playing their honest role in national building.

Bauman (2013) posit that things done for a specific purpose and decisions made by those who enforce delegated responsibility on citizen's behalf in national politics affect every citizen. Integrity and honesty should be a standard in political selection. The outcome of the political behavior of legislative representatives, chief executives, party officers, cabinet ministers and administrators are bound to reach every citizen. Integrity is justice and as we learn from Plato, justice is apparently prudent and has good moral conduct. Justice is to be found in the state in the individual within a country (Wanjohi & Wanyonyi 2005).

## *2.2. Influences of Transparency towards Good Governance*

Transparency helps governments by creating an enabling system that is able to implement multiple tasks as it takes care of the citizens' needs (Yukl, Mahsud, Hassan, & Prussia, 2013). This ensures efficient use of resources and efficient disbursement of public services. An environment fit for prosperity is thus enhanced for the economy and the citizens. Fighting corruption is using public power for the public good thus building strong communities. Getting definite measures assigned to combat corruption is less easy compared to accessing various stakeholders' group to propose preventive measures (Yuk et al., 2013).

According to Bauman (2013) significance is placed on transparency, impartiality and fairness in application of laws in any given jurisdiction. For instance, in court proceedings, an individual is entitled to sufficiently skilled, autonomous and fair tribunal put in place by law or an impartial and public hearing before a court. Until proved guilty, one should assume innocent granted enough facilities and time to assemble a defense and decide on a representation through

comprehensible language during a trial. Free assistance of an interpreter is mandatory if one is unable to comprehend or verbally articulate the language used in court. Unjustified delay should be avoided in conducting the trial. According to the law, reviewed by a higher court on the sentence passed is a universal right (Judicial College, 2018).

Principles of justice and fairness are also important to procedural retaliatory and restituted justice; such principles are assumed to guarantee procedures that beget dependable, unbiased and trustworthy decisions. Adopting set rules in an honest manner so that a fair outcome might be arrived at is the focus here. Just ways are the dictation to the legitimacy of decision arrived at and individuals agreeing to those decision. The principle of trust connects to the issues of respect and dignity. Do the citizens trust their government to look into their needs or not? This brings out proper righteous belief on their part. People perceptions of having being treated candidly, frankly or with consideration is the result of their judgment in procedural fairness. Citizens are more likely to propose and participate in border system if only they believe that the authority took in to consideration their concerns and attempted to treat them fairly. There need to know how fairness can be dispensed to all citizens equitably. Virtues such as righteousness and equitability serve as guidelines for carrying out justice as they point ideas of just play and treatment which guide how people connect and pass different ideas within the community (Maiese, 2013).

Noelliste (2013) avers that transparency entails communication, approachability and accountability. Transparency is operating in such a manner that is comfortable for others to see what actions are executed. It is explained as the quality of intentionally sharing information with open honesty. It provides incentive for organizations to make the right decisions and implement effective policies since everything is an open book (Bauman, 2013).

Guma (2017) stipulates that openness and transparency are important ingredients needed to operate a government of the people by the people for the people together with its livelihood, creating of accountability and trust. This leads to government to willingly comply with leadership integrity guidelines of combating wrongs in government. This in turn leads to empowered citizens, who are provided with conducive economic environment for innovation and growth. To develop the best public policies, openness is a fundamental element with an objective of betterment of lives (Bauman, 2013).

The administration of justice with transparency is not debatable. The administration cultivates trust with the citizens by providing access to relevant information. Implementation of public duty is demonstrated with promptness and effectiveness. When one is in power, they are assumed to be responsible for explaining, reporting decisions made and achieved results (Kettle, 2015; Lawton & Páez, 2015). United Nations (2005) posit that transparency is openness, communication and accountability. One who holds public office has to uphold high levels of openness since their actions and decisions affect the people governed.

Baur & Marcia (2012) assert that transparency process is initiated in management by having open lines of communication with the affected being informed and given a platform for feedback. Decisions should be archived in accordance with the law for posterity purposes. It is entwined with accountability and open honesty where all three factors are inseparable.

### 2.3. Conceptual Framework

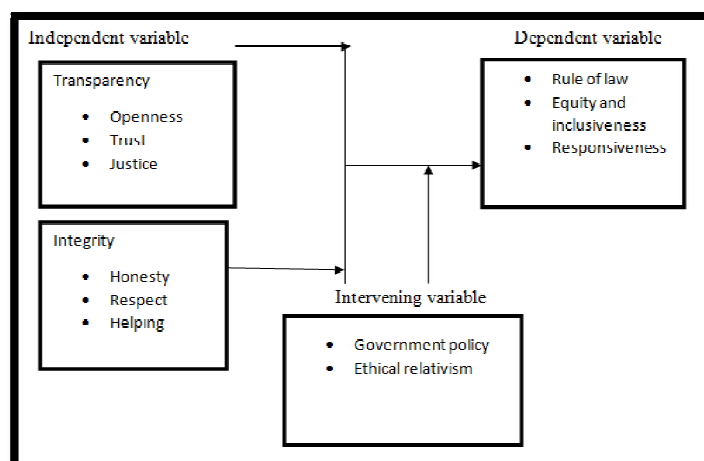


Figure 1: Conceptual Framework

### 3. Methodology

The research methodology applied in this study is mixed methodology utilizing both qualitative and quantitative methods. Mugenda and Mugenda (2013) says that quantitative research involves collecting of numerical data and showing a view of the association between theory and research as a deductive and objective conception of social reality, with a preference for a mutual science approach. Quantitative research method ascertains the situation based on statistical inferences. Qualitative research methodology is one that delves into information, in the quality form having descriptions, narratives and explanations, these is the major justification of this method. (Mugenda & Mugenda, 2013). This study utilized both qualitative and quantitative.

According to Kothari and Garg (2014), descriptive studies are almost related to observational studies, but they are not restricted with observation data collection method and case studies, as well as, surveys can also be explained as population data collection methods used with descriptive studies. Descriptive study is designed to ensure minimum bias and maximize reliability of the evidence collected to be used. Descriptive research design was used. Stratified random sampling method was applied to select the respondents from three strata of employee in the county department. This sampling methods selected the representatives from the three tiers in a way that would best represent all levels in the targeted population using the 30% method (Kothari & Garg, 2014). In their scholarly work, Mugenda and Mugenda (2013) stipulate that by using a threshold of 30% of the target population, there is adequate representation.

Departments	Target Population	30% Sample Size	%
Agriculture fisheries and livestock	30	9	14
Education culture youth affairs sports and social sciences	40	12	19
Finance and economic planning	15	5	8
Health services	12	4	6
ICT and E Government	20	6	9
Lands housing and physical planning	15	5	8
Roads transport and public works	12	4	6
Trade industrialization enterprise development cooperatives tourism and wildlife management	30	9	14
Water energy environment and natural resources	20	6	9
Public service management	16	5	8
Total	210	64	100

Table 1

Source: (Researcher, 2019)

#### 4. Discussions and Results

For the main purpose of this research, the study collected primary data by disseminating questionnaire and through an interview schedule to assess and gauge the perception of ethics among employees at the Uasin Gishu County government. A sample for the study consisting of management and staff employees was involved in the study. Using a customized Likert scale structure in the questionnaire entailed several sets of 5-point Likert scale questions. These were categorized into three themes under which were factors relevant to the respective categories. These included: 1. Transparency 2. Integrity

Descriptive statistics was used mainly to summarize the data. This included percentages and frequencies. Tables and other graphs were used as appropriate to present the data collected for ease of understanding and analysis.

The targeted sample size from the total population of the personnel at Uasin Gishu County Departments was 65. 55 participants were asked to fill in questionnaires and 10 participants were included for interview schedule. The response for questionnaire responses was 100% with 55 returned questionnaires. On the other hand, 8 participants were able to partake in the scheduled interview to answer questions. The response rate for the interview format was 80 %. The two response rates reached the acceptable threshold requisite, which is stipulated to be satisfactory enough for scholarly study (Kothari & Garg, 2014). It is worth noting that minimum permissible sample size is 30 sample units since the error in basing a conclusion about an entire population on a small sample is likely to be very small (Kothari & Garg, 2014). As such, this population representative was found to be sufficient for the study. The study's sampling was done, as shown below.

##### 4.1. Demographic Information

The demographic information of the sample size is a key component of a study, since it is instrumental in providing the characteristics and factors of the representative sample of the population. This information is also useful in providing valuable data on whether a true reflection of the entire population can be derived from the respondents (Kothari, 2013). The demographics gathered in the study on ethics in governance at Uasin Gishu included a) gender of respondents; b) Department of work; c) Level of personnel.

Target Population -	Numbers Sampled
Chief Officers	15
Directors	14
Operational Staff	26
Total	55

Table 2: Level of Personnel

4.2. Interview

Target Population	Numbers Sampled	Response
Senior Staff	5	3
Junior Staff	5	5
Total	10	8

Table 3  
Source: (Researcher, 2018)

4.3. Influences of Transparency towards Good Governance

	S.AM		S.AS		A M		AS		NM		N S	
	F	%	f	%	f	%	F	%	f	%	f	%
Agri	13	23.6	13	23.6	12	21.8	12	21.8	2	3.6	2	3.6
Trade	12	21.8	12	21.8	11	20	10	18.8	1	1.8	2	3.6
ICT	6	10.9	6	10.9	3	5.45	9	16.36	3	5.45	0	0
Roads	4	7.27	4	7.3	3	5.45	1	1.8	0	0	2	3.6
Public	5	9.09	6	10.9	4	7.3	4	7.3	1	1.8	1	1.8
Land	3	5.45	3	5.45	8	5.45	8	14.5	1	1.8	1	1.8
Water	7	12.72	6	10.9	3	5.45	3	5.45	4	7.27	3	5.45
Health	4	7.27	4	7.27	5	9.09	4	7.27	0	0	1	1.8
Fin	5	9.09	6	10.9	5	9.09	5	9.09	2	3.6	2	3.6
Edu	9	16.36	8	16.36	20	36.4	19	34.5	0	0	3	5.45

Table 4: Transparency towards Good Governance Frequency and Percentage  
Source: (Researcher, 2019)

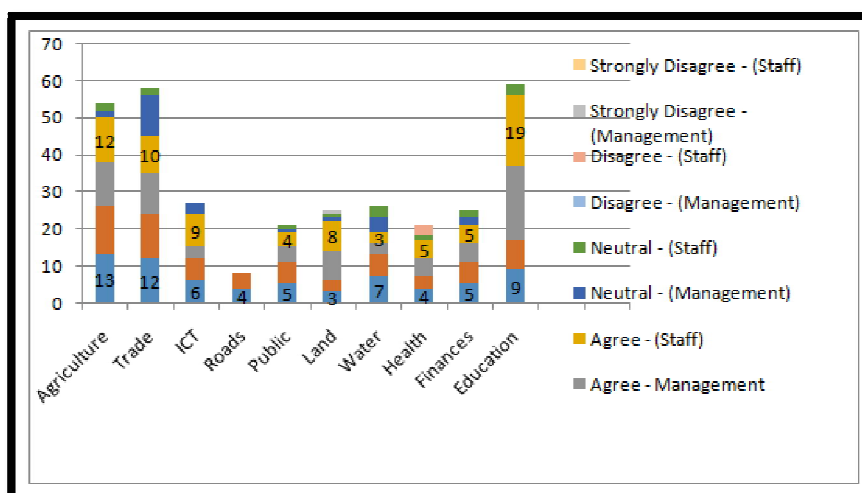


Figure 2: Responses on Transparency from the Departments  
Source: (Researcher, 2018)

The findings show that there is not much of diverging views on the ethical element of transparency among the employees at the Uasin Gishu County. Similarly, there was little divergence in the responses between the management staff comprised of chief officers and directors and the subordinate staff comprised of operational staff. The three elements of transparency targeted in the questionnaire were i. Openness is exercised in the County; ii) fairness and justice is dispersed to all and; iii) trust towards leaders spreads across the county. Most of the respondents heavily leaned on the agreement followed by the strongly agree options. Cumulatively comparing the results, the department with the most strongly agrees response for transparency was the agriculture department with 23.6 %, followed by trade at 21.8% and then the education department at 16.36%. The department that had the most respondents responding with disagree in regards to adherence to transparency was the water, energy, environment and natural resources department with 5.45%. This was an outlier since there was no other department that crossed over to disagree or strongly disagree options. Transparency is highly indispensable in ensuring that sustainable growth development is attained especially in critical areas in a government seeking transformation (Cox,2015)

Transparency is intricately intertwined with the ability to conduct open governance, where there is great inclusivity in the stakeholders including the citizenry, whereby the government processes are conducted as an open book, precluding any shroud of secrecy and back room business (Khagram, 2013). As depicted in chapter four, the correspondents answer in the affirmative that there is openness exercised in the county, fairness and justice is dispersed and there is trust towards leaders across the county. The element of objectivity is debatable when gathering perceptions

from the employees, but this gives a fair intimation of individuals proximally involved both in the managerial as well as in the subordinate level.

4.4. Influences of Integrity towards Good Governance

	SA. (M)		SA (S)		A (M)		A (S)		N (M)		N- (S)	
	F	%	F	%	F	%	F	%	F	%	F	%
Agriculture	7	12.7	6	10.9	7	12.72	8	14.54	4	7.3	4	7.27
Trade	8	12.54	8	14.54	3	5.45	3	5.45	5	9.09	5	9.09
ICT	3	5.45	6	10.9	4	7.27	2	3.6	1	1.8	2	3.6
Roads	0	0	0	0	2	3.6	2	3.6	2	3.6	2	3.6
Public	5	9.09	6	10.9	1	1.8	1	1.8	2	3.6	1	1.8
Land	4	7.27	4	7.27	3	5.45	3	5.45	1	1.8	1	1.8
Water	4	7.27	4	7.27	3	5.45	2	3.6	3	5.45	2	3.6
Health	3	5.45	2	3.6	3	5.45	3	5.45			1	1.8
Finances	4	7.27	2	3.6	4	7.3	4	7.27				
Education	7	12.72	7	12.72	11	20	9	16.36	2	3.6	4	7.27

Table 5: Influences of Integrity towards Good Governance  
Source: (Researcher, 2018)

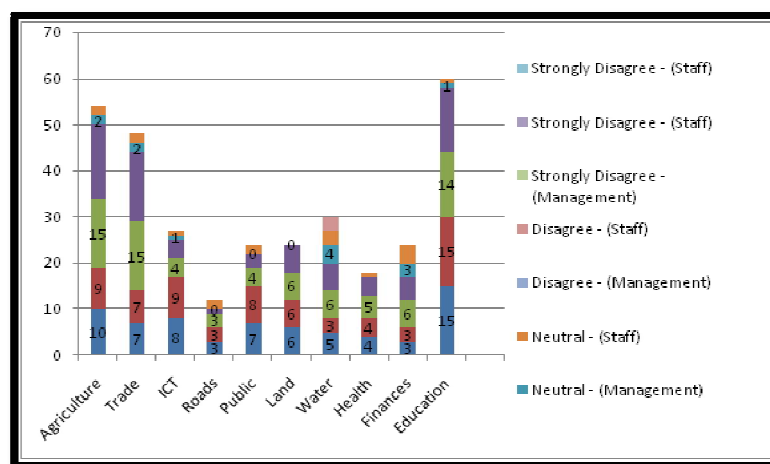


Figure 3: Integrity towards Good Governance  
Source: (Researcher, 2018)

The findings from the study reveal that the employees perceive that the value of integrity is well regarded and likewise upheld, as shown in figure 4.9. Across the departments, the personnel chose strongly agree and agree with equal measure. Similarly, the senior management and the junior management were almost a replica in their responses with a scant anomaly in divergent responses. 40 % of the participant indicated their conviction with the selection of agreeing in the questionnaire. For instance, in the department of trade 15 respondents at the management level agreed that integrity is relatively well observed. An equal number of respondents – 15 at the staff level also agreed that integrity was well observed. The same trend was observed in the agricultural department with 15 respondents in the management choosing agree and 16 at staff level also chose the agree choice. It is noteworthy that there were 3 participants who choose to disagree with the water department on the view of adherence to integrity.

The influence of integrity towards good governance in a well-structured and run governing body cannot be underestimated on its impact in ensuring the factors identified in the study - honesty, respect among leaders and helping the less fortunate are upheld and accomplished. For instance, according to Engelbrecht et al. (2017) the ethical climate that is created in any workplace is perpetuated through the ingraining of values from its inception and from those who bear the most responsibility, especially so in public offices. County governments were established after the new constitution was drawn, during the immediate elections that followed the historical accomplishment. The foundation upon which the nascent governing institutions were established on predicated their eventual outcomes. In the event that integrity is scarce among those who have the mandate to provide greater oversight, this will be adapted almost by default by subordinate and junior employees. Integrity is key in building credibility, rapport and trust in the populace (Bauman, 2013). Lack of the aforesaid three reciprocals in the populace, results in a no confidence mental perception, which can potentially determine the sustainability and longevity of the elected official and their cohort.

Integrity in the public arena and sector is a rare commodity that is voluntarily practiced and complied with (Lawton, 2015). The difference comes in when the open benevolent actions of the County government are done to seek the

goodwill of the community. This can be a likely explanation of the high response of participants in indicating that they strongly agree and agree that the County government is involved in assisting the less fortunate in the County.

For the purpose of ensuring integrity, the Kenya constitution of 2010 gave provision for a regulatory framework to mandate compliance in the new way of decentralized governing. This includes providing a mandate to several regulatory institutions to ensure compliance oversight such as the Ethics and Anti-Corruption Commission (EACC), Financial Reporting Centre (FRC), Office of Director of Public Prosecution (ODPP) among others (Kenya Law, 2017b). Additionally, several acts have been assented over the years to embed integrity in governance. These include Leadership and Integrity Act, 2012; Bribery Act, 2016; Public Audit Act, 2012; Anti-corruption and Economics Crime Act; 2003; Government Financial Management Act, 2012; Proceeds of Crime and Anti-Money Laundering Act revised 2016 inter alia (Okoth, 2016).

For these reasons, there is a higher level of awareness among government officials to practice ethical tenets than previously witnessed. Nonetheless, there still remains obstinate elements of non-compliance and delinquency.

## 5. Conclusions

The responses of the study indicate that; there are more adherences to the tenets of ethics within the County government than the lack of it. However, a fair share of employees also expressed uncertainty to whether this was the case. The main research shows that there are vast return-benefits of ensuring ethical practices in government. As such, increased efforts, time, manpower, resources and budgetary appropriations are necessary to create comprehensive support systems that positively impact this subject matter (Cox, 2015). It is thus advantageous for all involved stakeholders to scale up efforts that are essential to facilitate this end-goal.

## 6. Recommendations

The recommendations inferred from this study is that there is a need for non-ambiguous, explicit guidelines and protocols on core ethical tenets and guidelines that need to be instilled, promoted and promulgated at every level of governance and employment in the County government (Cox, 2015 & Longley, 2018). Secondly, the ethical guideline should be a central issue since it is a significant foundation for any sustainable governing body. This should be done from the national legislative body and adhered to by the county legislative organ that sets the pace of how the county is governed, and whose key role is to formulate policies that are codified into law as enshrined in the provisions of the constitution.

For the Kenya Vision to be realized, the leaders of this nation have to make readjustments to ensure that their leadership ethics are in compliance ethical guideline provided in the regulatory structures. This is well explicated in the Kenya Constitution 2010, as well as in many Acts (Kenya Law, 2017a). Citizens should engage fully in open accountability of the government issues. This can be done through grassroots forums where the citizens take up the responsibility of analyzing and evaluating whether goals that leaders have put in place are achieved according to the time guidelines. Citizens should be well informed of their civil duties and rights, otherwise they will not be in step with the current government affairs.

## 7. Further Studies Recommended for Further Study Include

- Effects of the ethics on the outcome of Sustainable Development Goals in the Counties.
- Analysis of pragmatic implementation of regulatory framework for enforcing ethical compliance in the County governments.
- Comparative studies of outcome of governing and policy achievement between counties that have implementation open governance principles

## 8. References

- i. Adam L. (2004). *Corruption and unethical behavior*, Spring Nature Switzerland AG Clower Academic publishers
- ii. Longley, R. (Sept. 2018). Code of ethics for us government service. Retrieved from <https://www.thoughtco.com/code-of-ethics-for-us-government-service-4052443>
- iii. Lawton, A., & Páez, I. (2015). Developing a framework for ethical leadership. *Journal of Business Ethics*, 130(3), 639-649. doi: 10.1007/s10551-014-2244-2
- iv. Lawton, A., Rayner, J., & Lasthuizen, K. (2013). *Ethics and management in the public sector*. Abingdon, Oxon, England: Routledge
- v. Kenya Law. (2017a). The Constitution of Kenya, 2010. Retrieved from <http://kenyalaw.org/kl/index.php?id=398>
- vi. Issa Y. (2012). Africa: Unethical leadership linked to political instability in the county. <https://www.knbs.or.ke/County-Statistics>
- vii. Bauman, D. C. (2013). Leadership and the three faces of integrity. *The Leadership Quarterly*, 24(3), 414-426. Retrieved from <https://www.sciencedirect.com/science/article/pii/S1048984313000106>
- viii. Business Daily Africa. (June, 18 2018). High Court frees 47 NYS scandal suspects on bond. Retrieved from <https://www.businessdailyafrica.com/news/Bail-ruling-for-NYS-suspects-today/539546-4620650-xg1vt7z/index.html>
- ix. Noelliste, M. (2013). Integrity: An intrapersonal perspective. *Human Resource Development Review*, 12(4), 474-499. doi:10.1177/1534484313492333



- x. Engelbrecht, A. S., Heine, G., & Mahembe, B. (2017). Integrity, ethical leadership, trust and work engagement. *Leadership & Organization Development Journal*, 38(3), 368-379. <https://www.emeraldinsight.com/doi/abs/10.1108/LODJ-11-2015-0237>
- xi. Wanjohi Gerald, G Wakuraya Wanyonyi (2005) *Social and Religious concerns of EastAfrica*. Nairobi, KE: KIE
- xii. Sullivan, H. (2003). *New Forms of Local Accountability, coming to terms with many hands policy and politics*. UK: Sage Publication
- xiii. Yukl, G., Mahsud, R., Hassan, S., & Prussia, G. E. (2013). An improved measure of ethical leadership. *Journal of leadership & organizational studies*, 20(1), 38-48. doi: 10.1177/1548051811429352
- xiv. Were, O.S. (2014). Factors influencing sustainability of constituency development fund. Funded projects in public primary schools in Kwanza Division, Kwanza Sub-County, Kenya. Retrieved from [http://erepository.uonbi.ac.ke/bitstream/handle/11295/75401/Odongo\\_Factors%20influencing%20sustainability%20of%20constituency%20development%20fund%20funded.pdf?sequence=1](http://erepository.uonbi.ac.ke/bitstream/handle/11295/75401/Odongo_Factors%20influencing%20sustainability%20of%20constituency%20development%20fund%20funded.pdf?sequence=1)
- xv. Judicial College. (2018). Equal treatment bench book. Retrieved from <https://www.judiciary.uk/wp-content/uploads/2018/02/equal-treatment-bench-book-february-v6-2018.pdf>
- xvi. Maiese, M. (2013) *Principles of justice and fairness*. (3<sup>rd</sup> Ed.). Seattle, WA: Ragen
- xvii. United Nations Development Programme (U.N.D.P). (2000). Human Development Reports, 2000. Human rights and human development. Retrieved from <http://hdr.undp.org/en/content/human-development-report-2000>
- xviii. Guma A. (2017) *Openness and transparency. Pillars of democracy, trusted progress*. OECD Secretary General.
- xix. Baur, M. & Marcia G. (2012). Resisting transparency. *what is government transparency? New measures and Relevance for Quality or Government*. University of Gothenburg
- xx. Mugenda A.& Mugenda, O. (2013). Research methods, quantitative and qualitative approaches. Retrieved from [https://www.academia.edu/30090893/research\\_methodology\\_sample\\_for\\_social\\_researches.pdf](https://www.academia.edu/30090893/research_methodology_sample_for_social_researches.pdf)
- xxi. Kothari C, R. & Garg, G. (2014). *Quantitative techniques* (3<sup>rd</sup> ed.). New Delhi: New
- xxii. Cox, R. W. (2015). *Ethics and Integrity in Public Administration: Concepts and Cases: Concepts and Cases*. UK, Routledge
- xxiii. Okoth, E. A (2016). Increasing the oversight role in the usage of public funds in Kenya *A capstone project submitted to Johns Hopkins University in conformity with the requirements for the degree of Master of Arts in Public Management Baltimore*. Retrieved from <https://jscholarship.library.jhu.edu/bitstream/handle/1774.2/38678/Eva%20koth.pdf>
- xxiv. Khagram, S. (2013). *Open budgets: The political economy of transparency, participation, and accountability*. Brookings Institution Press.