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**INFLUENCE OF ETHICAL LEADERSHIP PRACTICES ON GOVERNANCE IN UASIN GISHU COUNTY**

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## INFLUENCE OF ETHICAL LEADERSHIP PRACTICES ON GOVERNANCE IN UASIN GISHU COUNTY

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### ABSTRACT

*The creation of county governments under the Kenyan governments was a breakthrough, which was anticipated to water-down the bureaucratic bottlenecks of the central government in terms of resource allocation and utilization. However, reports by the office of the auditor general and EACC indicated that most county governments have not been efficient in terms of hiring of human resource, utilization of funds and observing of chapter six of the constitution on leadership and integrity. This study focused on relationship between ethical leadership practices and County governance in public institutions with specific reference to Uasin Gishu County. The study adopted descriptive survey research design, while the target population comprised of elected and nominated MCAs; Members of County Executive Committees (CECs); Chief Officers; opinion leaders, clergy/church leaders; and members of the public (N=728). For the purpose of key informants, the study targeted Governor, deputy governor, speaker of the county assembly, CECs and county secretary. The sample size was obtained through stratified sampling techniques, purposive sampling and random sampling to form 352 respondents, while Questionnaires were used for data collection. Data were analyzed using descriptive and inferential statistics and presented using tables and figures. Analysis of data showed that respondents agreed ethical practices (civility, interpersonal role, decision role and informative role) play an essential part in ensuring that government policies and/or directives are implemented to the letter and spirit of the constitution. Moreover, the study established that ethical practices have a significant and positive linear relationship with governance. The study recommended that effective governance can be achieved when public servants are ready to exercise unparallel accountability and transparency standards. Similarly, public servants should prioritize ethical performance by entrenching workplace ethics that promote efficiency and effectiveness of service delivery.*

**Keywords:** Governance, ethics, values, morals, institutions

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## INTRODUCTION

Scholars argue that ethics and ethical codes are nothing new to society since both define and/or demarcate between right and wrong. In modern times, these codes have taken the form of religious moral codes, legal edicts, and professional guidelines (Kim & Brymer, 2011). Over time, the history of norms, values, and codes have guided public life, often aimed at curbing corrupt behavior and defining how one serves the public. It is these values that guide how public servants interact with citizens, how they should conduct themselves honestly, how they keep their personal views from affecting their behavior, and much more (Howlett & Ramesh, 2016; Minja, 2017). It is in light of this background that ethical codes now exist at the national level for the public administrations of most countries around the world. Although we cannot say with certainty how many countries have these codes, it is estimated that by 2011, at least 154 countries had developed these codes (Garcia-Sanchez et al., 2011). Despite the increase in global cooperation on ethics and growing interest in understanding dynamics of unethical practices, there is not yet a perfect profile of this similar initiatives in Africa regarding ethical leadership guidelines.

As asserted by Anello (2006), unethical practices lead to negative consequences, such as wastage of public funds, which reduces the government's ability to provide quality essential services, hence depriving the citizens of their basic human needs and rights. Nnablife (2010) suggested that there is an economic impact when large amounts of public funds are wasted. When the focus is taken off obeying the call to serve the people in political office, toward other ventures that profit only one individual, it leads to a negative impact on the image and trust of the organization, as inefficiency and lack of transparency reduces public institutions' credibility, erodes the trust of members of the public and donors, and lowers investments in countries (World Bank, 2000; Lawton, Rayner & Lasthuizen, 2013).

Scholars, such as Anello (2006); Grebe and Woermann (2011) posit that to be effective in addressing the problem of unethical practices, an ethical infrastructure must integrate both approaches in a coherent and balanced system. Others (Arowolo & Aluko, 2012; Mwenzwa, 2013) observe that the components of a framework of moral values and ethical principles is dependent on the individual and the level of development of individuals' moral values, approach to ethical issues, as well as the adaptation of those ethical principles to the challenges found within the organization at any given time

The level of ethics among public officials in the management of public affairs has consistently declined since independence (Wainaina, 2017). Several observations have been drawn in relation to the state of governance of the past and present. For instance, there is no doubt that patron-client relations tendencies have been the major causes of the deterioration of public ethics in Kenya (Odhiambo-Mbai, 2003). Despite the reforms and promises by successive regimes to ensure good governance, unethical practices seem to have aggravated as the years progress.

Unethical practices in the public service are baffling since public service delivery should be a culmination of the extent to which moral dimensions of ethical practices are upheld (Oduol, 2014). Unethical practices vitiate and destroys the key ingredients of social capital, without which the machinery of governance cannot function. In light of these considerations, it has become a moral imperative that all sectors of society address and resolve the problem of unethical practices. In fact, Ogola, Sikalieh, and Linge (2017) highlight the urgent need for organizations to inculcate a culture of ethics in governance as a pre-condition for the improvement of political and economic governance hence sustainable development.

In Uasin Gishu County, some public institutions have been reported to be involved in unethical practices such as corruption and other scandals. For instance, National Cereals and Produce Board was

implicated in the maize buying scandal. In the scandal, most of the accused were public servants including senior managers of the cereals board, national government officials and prominent farmers in North Rift over the Sh2 billion maize purchase scandal. Also arrested include chief from Uasin Gishu County suspected to have authorized irregular vetting process of farmers who delivered their maize produce to NCPB stores (EACC, 2018).

### **Statement of the Problem**

Despite the many years of public sector reforms, Kenya's dreams remain largely unfulfilled. The "leadership question" has become a recurring issue in the governance discourse in the public sector. It is against this background that Seteolu (2004) observed that the governing class has been target of pillory, vilification, condemnation and disdain in view of pervasive corruption, and persistent socio-economic and political crisis. The failures in African governance are traceable in the consciousness to political leadership deficiencies (Wenene, Steen, & Rutgers, 2016). The de-ideologization of Kenyan politics means that political leaders don't see the need for ethical leadership.

There is a trace in Kenyan system that explains the nature of the dearth of ethical leadership and the absence of political will (Omanga, 2019). Most leaders don't have the moral authority to spearhead steadfast reforms, have limited experience, training and managing state affairs (Kamuntu, 1993). The challenge to Kenyan leaders is thus to develop the capacity that would enable them to strike a balance between the values of African societies and governance. However, the concern that interests this researcher is how to blend ethics and leadership rather than to treat them as if they were mutually exclusive (Oduol, 2014). As observed by Adeola (2007), lack of ethical leadership is a major problem in Africa. This argument contends that poor governance has become the major challenge and source of Africa's predicament and socio-economic crises. It is against these backgrounds, that the researcher tries to

show the link between ethical leadership and service delivery in the public sector.

Unethical practices in Kenya's public sector are reported to be on a meteoric rise during post-constitutional period. Despite efforts to improve service delivery, huge disparities 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. Available evidence suggests that the Kenya government loses about one third of the national budget to corruption, with 80 percent of all corruption cases before the Kenya Anti-Corruption Commission being about procurement (Transparency International, 2014). In its report, the World Bank (2007) has revealed that for one to secure a government contract in Kenya, a gift whose value represents 8 to 10 percent of the contract amount is expected.

The social and economic problem that can be solved through enhancing ethical practice in public institution may not as well resolved if the menace of unethical practices will not be dealt with. To improve service delivery performance, it is essential that the public service adopt an appropriate and ethical leadership and governance framework. Thus, the current study aimed to bridge this gap by investigating the relationship between ethical leadership practices and County governance in public institutions with specific reference to Uasin Gishu County, Kenya.

### **LITERATURE REVIEW**

Across the world, globalization has presented a framework upon which various national, international, and corporate initiatives could form, slowing coalescing around several core values. While Lewis and Gilman (2005) believed that cultural specifics drive differences between the complete lists of values to which countries subscribe, they argued that the core values that emerged from these processes were *honesty*, *transparency*, and *professionalism*. In terms of specific behavior, bribery slowly emerged as a

rejected practice throughout the world (Gilman & Lewis, 1996). What has not been explored fully is the role of ethics and how the same helps nurture leadership ethos in a corporate or public entity.

Ethical leadership is a leadership that is grounded in ethical norms and practice (Kurtz & Schrank, 2007). Hegarty and Sims (1978) defined ethical leadership as behavior which is morally accepted as “good” and “right” as opposed to “bad” or “wrong” in a given situation. Minkes, *et al* (1999) assert that ethical leadership is concerned with describing and prescribing moral requirements and behaviors, which suggests that there are acceptable and unacceptable ways of behaving that serve as a function of philosophical principles. These definitions will form a basis for our discussions in this research. Various authors and scholars have advanced ideas relating to ethics in leadership. To begin with, Treviño, Hartman, & Brown, (2000) are of the view that ethics is the code of values and moral principles that guides individual or group behaviour with respect to what is right or wrong. Ethical behaviour is both legally and morally acceptable to the larger community.

More recent literatures indicate that ethical leadership can be described as both visible and invisible (Antonakis & Atwater, 2002). It is seen visibly in the way the leader works with people and how he treats them, in his actions and behavior in public and, in his statements. Invisible aspects of ethical leadership originate in the leader’s character, in the way he makes decisions, in his mentality, from his values and principles, and in his resoluteness in making ethical decisions in difficult situations. As such, ethic in ethical leadership is consistent all the time, not just when they are under observation and this consistency over time proves that ethics are an integral part of their intellectual and philosophical framework, that through this same framework, they interact with and understand their environment (Squazzo, 2012).

The public service is important and crucial for enhancing good governance. The United Nations Public Administration Network (UNPAN) (2000)

remarked that public service functions as an administrative structure through which government carries out its policy decisions and policy implementations. The standard of governance and its outcomes in any government reflect the caliber of officials that constitute the administrative force. A good and efficient administration is equally a responsive one; it takes cognizance that purpose and obligation of government is to protect peoples’ rights and promote their individual and collective well-being as human beings (UNPAN, 2000).

In this study, governance is conceptualized here to mean government capacity to discharge its responsibilities in an effective, transparent, accountable, responsible, and just manner (Hope, 2005). Governance in third world countries, as in other corners of the world, hinges on many factors such as sound leadership, encouraging grassroots participation in the governing process, accountability and transparency of government, among others (UNPAN, 2000). Such sound leadership could only be guaranteed by men and women of moral integrity who understand the importance and the role of ethics and practice in the leadership process toward achievement of the common good.

Morrell and Hartley (2006) underscored the importance of ethics as a fundamental and crucial factor for effective political leadership in local government. Ethical leadership has long been linked with good government, though the bureaucratization of modern government has placed more emphasis on managerial efficiency than on ethics (Macaulay & Lawton, 2006). Many scholars, such as Cohen and Eimicke, (1995); Kernaghan (1996); Maguire, (1997); Farazmand (2002); Fournier, (2009) argued that the widespread unethical conducts and scandals in both public and private sectors is the outcome of the negligence of ethics and practice by organizational leadership. Fournier (2009), for example, noted that “most people are dismayed with the state of affairs. They are sick of the deception, cheating, and corruption. People don’t know who, or what, to trust”.

However, Menzel (2007) observed that good governance, which is crucial to democratic government, is dependent on ethical leadership of government officials.

Some international bodies like the UN, the World Bank, the OECD have emphasized the importance of ethical practice among government officials and have linked ethical leadership with good governance. Therefore, they have taken the initiative to encourage member states and establish projects to combat and eliminate corruption and promote ethical practices in their public administration (Richter & Burke, 2007). The Division for Public Administration and Development Management (DPADM, 2007) noted that the public is demanding higher standards of ethics, transparency, and accountability in the public sector. It also argued that ethics, transparency, and accountability are the prerequisite values of good governance and sustainable development that support and encourage responsive public policy and high levels of public sector performance.

Hope (2005) noted the governance is perhaps the single most important factor in eradicating poverty and promoting development. Good government underpins sustainable development and poverty reduction in the longer term. The quest and demand for good governance is based on the conviction that it is the ideal and necessary to surmount the socio-economic and political impediments to development that have rocked, especially the developing world for decades (Kakumba & Fourie, 2007).

## **METHODOLOGY**

The study adopted a descriptive survey research design since the study sought to collect information from different population on ethical leadership and how it promotes governance in public institution across the County of Uasin Gishu. The main feature of survey research design is to describe specific characteristics of a large group of persons, objects or institutions through questionnaires (Jaeger, 1988). In addition, a

descriptive survey design enable the study to solicit data from a range of respondents, thus improve generalizations. Importantly, descriptive design enhances the combination of qualitative and quantitative data. Moreover, mixed research methods foster scholarly interaction as argued by Wisdom and Creswell (2013). Such studies add breadth to multidisciplinary team research by encouraging the interaction of quantitative, qualitative, and mixed methods scholars.

The target population for this study included: elected and nominated MCAs; Members of County Executive Committees (CECs); Chief Officers; opinion leaders, clergy/church leaders; and members of the public. For the purpose of key informants, the study targets Members of Parliament (MPs), Governor, deputy governor, speaker of the county assembly, and county secretary. In sum, the total target population was 728 respondents.

The study employed stratified sampling techniques, purposive sampling and random sampling with replacement owing to the heterogeneity of the units of study and as such, the researcher grouped the target population according to the various categories, where respondents with similar attributes had equal sampling opportunities. Simply put, the researcher sought to undertake sampling autonomously in each category. A sample was drawn from the 728 respondents who were deemed to have relevant information for the study. The sample size for this study were county government officials, such as department directors and CECs. Others included MCAs, Chiefs, village elders, opinion leaders, and members of the public..

The study applied Fischer's formula in determining the number of respondents who formed part of the sample population. The sample size was determined using Fischer's et al. formula at 95% confidence interval shown below;

$$n = p \times q [z/e]^2$$

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

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), N=728

n. =  $50 \times 50 \times [1.96/5]^2$

=  $2500 \times 0.153664$

= 384

Questionnaires were used to collect data from the selected staffs within departments selected, MCAs,

clergy leaders, chiefs, and opinion leaders. Quantitative data were analyzed using descriptive and inferential statistics using SPSS version 24 and presented through frequencies, percentages, means and standard deviations. Multiple regression equation was used to measure the relationship between ethical leadership practices (independent variable) and governance (dependent).

## FINDINGS

### Socio-Demographic Characteristics of the Respondents

The socio-demographic attributes of the respondents covered in this study were: Gender; level of education; years of public service; sector they serve; and the position held.

**Table 1: Socio-Demographic Characteristics of the Respondents**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	208	59.1
Female	144	40.9
<b>Education level</b>		
University/college education	284	80.7
Secondary education	53	15.1
Primary education	14	4.0
No formal education	1	0.3
<b>Years of public/community service</b>		
Less than 2 years	40	11.4
3 to 5 years	108	30.7
6 to 10 years	73	20.7
Above 11 years	131	37.2
<b>Sector of service</b>		
Administration	48	13.6
Agriculture	11	3.7
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

Analysis of the collected data revealed that there were 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. Moreover, a larger percentage of

male enjoy positions of power in the society, such as youth leaders, clergy representatives, and opinion leaders. In fact, documented literature on political representation indicate that women do not enjoy representation in political seat as men do (Sharma, 2014; Semakafu, 2014).

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 the county of Uasin Gishu. Moreover, 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.

Majority (37.2%) of the respondents had served the public service and/or community for a period of over 11 years, while 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 attributed to the fact that the study targeted respondents with in-depth information vis-a-vis county governance and how ethical practices can be applied to entrench transparency and accountability in the county government of Uasin Gishu and the possible generalization of the findings to other counties and/or sectors.

Majority (20.7%) of the respondents served in the education sector, which 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

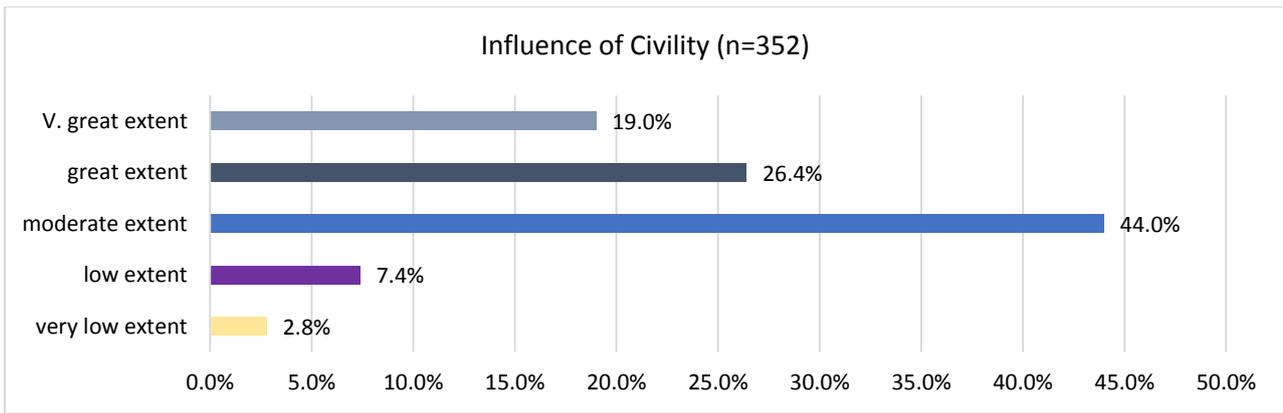
religious leaders of various religious outfits and titles, such as parish ministers, pastors, catechists, imams among other religious designations. In addition, 13.6% of the respondents served as administration officers, where some of their job designations included chiefs and sub-chiefs, while 14.2% 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, while 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; In fact, most of the opinion leaders in the society are teachers, thus the study targeted them with view to collect in-depth information.

#### **Influence of Ethical Leadership Practices on Governance**

The question posed to the respondents required them to select a single response from a 5-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 role, and decision role influenced effectiveness of governance in public institution.

#### **Civility and Governance**

Based on the findings of the study presented in figure 1, majority (44%) of the respondents were of the view that civility influenced governance in public institutions in Uashin 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%).



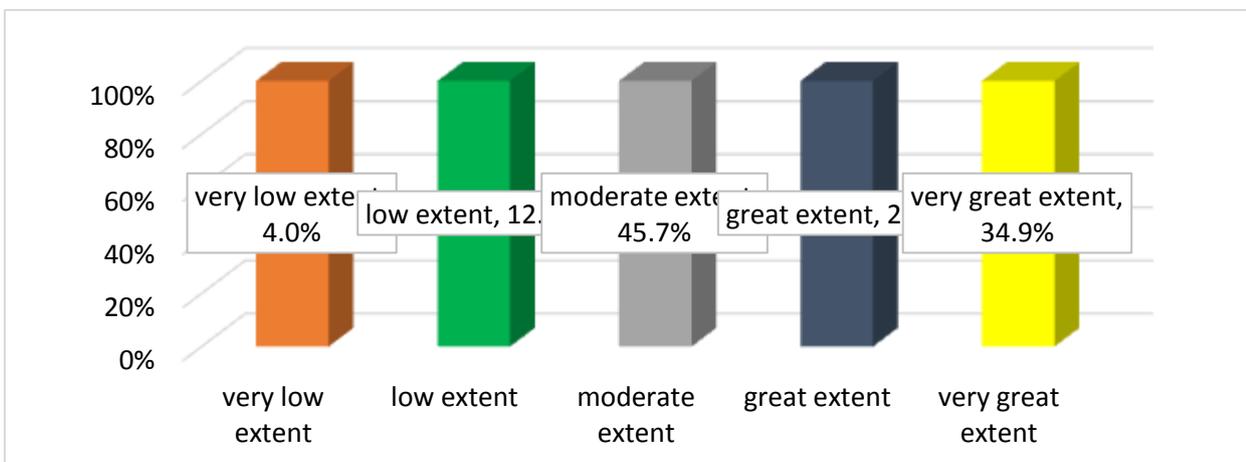
**Figure 1: Civility and Governance**

This finding suggested that civility influences governance in public institutions. The inference of this finding was that organizations whose cultures respect ethics and civility are more successful and ultimately benefit citizens. They allow productivity to grow, people to thrive and institutions to flourish amid innovation and possibility. Organizational decisions are usually not limited by law, but rather, rely on ethical clarity. Consequently, values like mutual respect, self-determination, and equal opportunity are among those that fuel successful public administration. The findings of the current study are comparable to another study carried out by Mingus and Horiuchi (2012) who found out that that one key to creating resilient governance is promoting civility and discouraging incivility. The authors stated that many values influence the performance of public servants other

than the traditional notions of efficiency and cost-effectiveness. Observing the formal conditions of civility is one of the ways in which we communicate respect for others and generate habits of moral equality in the everyday life of a democracy.

**Servanthood and Governance**

Majority (45.7%) of the respondents were of the opinion that servant-hood influenced 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, 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.

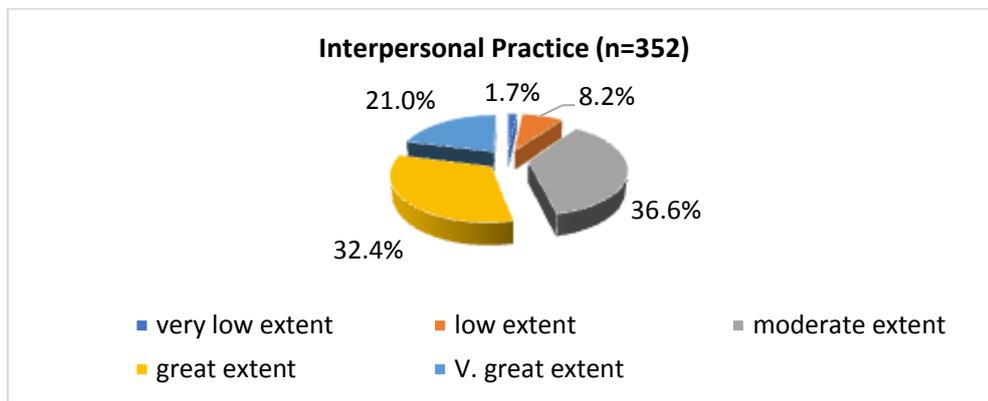


**Figure 2: Servanthood and Governance**

Servant leaders in the public sector are committed, not only to personal growth and employee needs, but also to growth of their employees. They lead with ability, support, encouragement and compassion. They are driven by ethical behavior and are team players (Das, Rao, & Reddy, 2014). The power vested in them is used only when absolutely necessary for the greater good. This approach is shown to lead to a level of responsibility that is possible among only highly autonomous workers (Das, Rao, & Reddy, 2014).

### Interpersonal Practice and Governance

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. Moreover, 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 extent and a very low extent respectively.

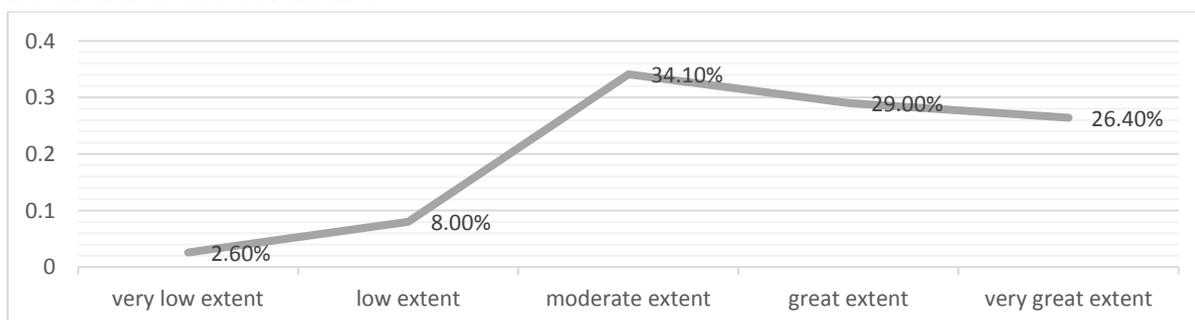


**Figure 3: Interpersonal Practice and Governance**

The interpersonal roles of leaders include acting as a figurehead, acting as a leader, or acting as a liaison. In fact, research into public management has shown that the activities and strategies pursued by public managers have an evident impact on governance (Howlett & Ramesh, 2016). The most important individual competencies and management skills include: communication skills; leadership; teamwork; budgeting and financial management; decision making and problem solving; and ethics and integrity.

Majority of the respondents (34.1%) were of the view that decision role influenced governance in public institutions by a moderate extent, whereas less than a third (29%) were of the opinion that 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. The implication of this finding is that making decisions is the most crucial part of any administrative activity.

### Decision Role and Governance



**Figure 4: Decision Role and Governance**

Bao, Wang, Larsen, and Morgan (2013) posited that the scope of a leader is broad in that he or she has to be a coach, a decision maker, a trainer, an organizer, a problem solver, a conflict manager, and a strategic planner. The roles of a leader can change from time to time, and, therefore, it is important that individuals in positions of leadership understand the best ways of executing them effectively. This means that a leader must have a global understanding of all organizational goals, level of accountability and the appropriate way to serve both internal and external clients of the organization. Yoder-Wise (2005) reinforces the findings of this study by stating that, "A view of ethical leadership permeates an organization and, depending on the quality, creates an empowering organization; a fixated, antiquated one; or in some cases a dangerous one" (p. 197). Behaving ethically is critically important because employees are inclined to follow the examples set by their leaders

(Gregory, 2010). Leadership accountability is a major driver to cultivating an ethical, trusting, and effective organizational culture (Thiel, Bagdasarov, Harkrider, Johnson, & Mumford, 2012). A good leader leads an organization transparently, and sets a good example at all levels of governance (Nnablife, 2010). Also, due to their significant influence in governing corporations, leaders are expected to make ethical decisions

### Regression Analysis

The researcher conducted multiple regression analysis to determine the relative importance of each of the ethical leadership variables with respect to county governance in Kenya. The study applied statistical package for social sciences (SPSS version 24.0) to enter and compute the measurements of the multiple regressions for the study. Findings were presented in the following tables;

**Table 2: Model Summary**

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

- a. **Predictors:** (Constant), civility, servant, interpersonal role, informative role, and decision role  
 b. **Dependent Variable:** governance.

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change 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 role, informative role, and decision role). The five independent variables that were studied, explained that 28.3% of

variance in effectiveness of county governance as represented by the R<sup>2</sup>. This therefore meant that other factors not studied in this research contribute 71.7% of variance in the dependent variable. Durbin-Watson test was conducted to establish autocorrelation among the predictor variables, where the Durbin-Watson statistic was 1.95 (approximately 2.0), meaning that data is not auto correlated (serial correlation).

**Table 3: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.081	5	15.016	27.352	.000 <sup>b</sup>
	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 role, informative role, 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 4: Multiple Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
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 role, informative role, and decision role

b. **Dependent Variable:** governance.

From the regression findings, the substitution of the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5$ ) 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 role, informative role, 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, while 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, while 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 role, decision role, interpersonal role, servant role, and civility respectively.

## SUMMARY AND CONCLUSION

Findings in light of the analyzed data revealed that majority of organizations in Uasin Gishu were committed to entrenching a culture of ethical behaviour. In addition, the study established that public institutions require a leader who is committed to organizational success and possess moral knowledge on ethical issues and that leaders should encourage employees to be more civic and engage more in serving public to meet the intended objective. Similarly, the study established that for effective governance, leaders should understand individuals in order to optimize effectiveness of virtual collaborative teams

Further to the above, analysis of collected data established that ethical leaders should take time to give full attention to serving people to ensure the service is delivered to how it is intended and public servants are more citizen focused to ensure the organization they lead are governed well. Notably, findings of the study in the first objective reveal that leaders should rely on persuasion rather than coercion to gain the support of each person served. Inferential statistics affirms the idea that servant leadership is a key predictor of effective ethical leadership. Evidently, the study established that public servants have responsibilities for liaison with shareholders and the government registration body to ensure the set policies are followed.

Respondents agreed that interpersonal role plays an essential part in ensuring that government policies and/or directives are implemented to the letter of the constitution and that public servants should have strong emotional intelligence that will enable them to understand what motivates employees and how they use their knowledge to achieve the best results. Results of the study suggests that 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. The study found that public leaders should hold themselves with integrity since they are figure head in the organization thereby ensuring the organizations run smoothly.

Results indicate that ethical leaders in public institutions should monitor the daily operation of the organization to ensure the operation are done in accordance to the mandates of the organizations and the need for public servants to ensure that they disseminate the critical information between the government and the shareholders and to ensure any information necessary is available to the public. The study established that public leaders should ensure that they convey information that is necessary between the government authority and the public. Findings of the study demonstrate that public servants should attempt to make the public sector more businesslike and to improve the efficiency of the government borrowed ideas and management models from the private sector.

Respondents agreed that public servants should ensure that they identify entrepreneurship

opportunity that the public institution can exploit for the benefit of the government and public in general, while leaders should ensure 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. The study established existence of positive linear and significant relationship between ethical leadership practices and county governance. The study concludes 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.

## RECOMMENDATIONS

Analysis of study findings established ethical practices are key enablers of good governance, while effective governance can be achieved when public servants are ready to exercise unparallel accountability and transparency standards. Accordingly, the study recommended that public servants should prioritize ethical performance by entrenching workplace ethics that promote efficiency and effectiveness of service delivery. Notably leaders should leverage ethical leadership practices as a means to encouraging their employees/followers to be astute public servants. Evidently, results of this study have important public management insights because the finding have demonstrated that ethical leaders should deepen synergies with their followers through individualized considerations and respect.

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