

**FACTORS INFLUENCING STAFF ENGAGEMENT IN
CORRUPTION IN THE PUBLIC SERVICE OF KENYA: A CASE OF
THE DEPARTMENT OF IMMIGRATION**

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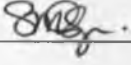
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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
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2011

Declaration

I, the undersigned, declare that this is my original work and has not been presented to any other University.

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This project report has been submitted for examination with my approval as a university supervisor.

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Dedication

This study is dedicated to all Public Servants and all Kenya Citizens whose desire is to have a developed Kenya free of corruption and hence a better place to live. Further dedication is to my wife Mary Wambeti Mbogo and my children who appreciated my absence from home to dedicate time to my class work. Their support and love gave me strength to carry on.

Acknowledgement

I thank God the Almighty for His grace and assurance of good health and security through the challenging course and evening classes.

I sincerely thank all the people who assisted me in various ways in developing this proposal, without whose effort and contribution, this proposal could not have been completed. Since it is impossible to mention all of them, all whose effort attributed to my success are highly appreciated.

Special thanks go to my supervisor Mrs. Ruth Njora for her humble guidance and assistance. Her ensuring words kept me motivated and assured of success. My special thanks also, goes to Dr. Christopher Gakuu who spared time to listen to me and give further advice in this challenging topic. I sincerely thank a colleague Mr. Linus Muriithi whose guidance through my course work and research topic selection and motivation have encouraged me to the end. I sincerely acknowledge the skilful advice of a classmate, Mr. Vincenzo Wangatia for his support during the editing of literature reviewing. My sincere thanks go to Mr. William Mugo, Mr. Kavoi, and other of my colleagues whose reading of my questionnaire and intention ensured of suitability of the instrument. I sincerely appreciate all my colleagues for carrying extra burden of work that ensured lesser work to enable me complete the study. My further acknowledgement goes to Mr. Onyango for his support during analysis of the data, Mr. Ndegwa for his support during data collection and all members of staff who responded to the questionnaires.

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Abbreviations and Acronyms

AU	African Union
CCTV	Cross Circuit Television Network
CPI	Corruption Perception Index
DIMS	Department of Immigration Information Management System
GJLOS	Governance Justice Laws and Order Sector
ICT	Information Communication Technology
IMF	International Monetary Funds
JKIA	Jomo Kenyatta International Airport
KACC	Kenya Anti-Corruption Commission
Kshs	Kenya Shillings
MIA	Moi International Airport
NARC	National Alliance of Rainbow Coalition
NSC	National Standards Council
PSIP	Public Service Integrity Programme
SMS	Small Messages Service
SPSS	Statistical Package for Social Sciences
TI	Transparency International
UN	United Nations
US	United States
UNCAC	United Nations Convention against Corruption
UNODCCP	United Nations Office for Drug Control and Crime Prevention

ABSTRACT

The study sought to establish the factors that influence staff engagement in corruption in the Department of Immigration in Kenya. The study was identified based on the high corruption perception index of the Department of Immigration in Kenya and equally high corruption perception index of the country worldwide. This is despite the measure put in place to fight corruption. The study objective was to investigate influence of organizational culture, level of automation, legal framework, staff motivation and public perception in the engagement of staff of the department in corruption. The importance of the study was to assist the government to unveil the secret behind the continued corruption in the department despite the efforts to fight the vice. The study used purposive sampling technique and descriptive survey design. The data was collected using mail questionnaires for areas outside Nairobi with additional observation methods. The data analysis used both descriptive qualitative and descriptive quantitative methods. The findings were analysed through comparison of the raw data presented in tabular forms and other illustrative diagrams.

The major factors that influence staff to engage in corruption were found to be bad organizational culture and the high public perception that the department is corrupt. The study recommends the department to review the regulations and requirements for clear understanding by the customers, put in place proper and effective automation systems to deal with numerous corruption malpractices, appropriate measures be put in place and seal loopholes that enhance opportunities for bribery by the service seekers. Further, to undertake specific case studies and also motivate public sector employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Corruption is widely defined as the abuse of public office for private gain. According to BusinessDictionary.com corruption is defined as Giving or obtaining advantage through means which are illegitimate, immoral, and/or inconsistent with one's duty or the rights of others.

Various scholars have used different definitions of corruption. This is because there is no definite definition of corruption. For example, Kargbo (2006) in his presentation quoted writers on definition of corruption among them: "Common Wealth Secretariat 2000, Corruption is generally defined as the abuse of public office for private gain". This includes such behaviour as bribery, nepotism, and misappropriation of public resources for private gains. Kargbo concluded that corruption is seen as among others, the abuse of public office, the abuse of all offices of trust, misappropriation, private gain, etc. According to Shah (2010), corruption is both a major cause and a result of poverty around the world. Shah says that corruption occurs at all levels of society, from local and national governments, civil society, judiciary functions, large and small businesses, military and other services and so on. Corruption affects the poorest the most, whether in rich or poor nations.

From what many scholars have said about corruption it is clear that the vice is a monster that must be fought globally. According to Rose-Ackerman (1997) and corruption has a negative impact on economic and Socio-economic growth, political and institutional domains of the body politic of African states. Similar sentiments are given by Kargbo (2006) that corruption has serious negative impacts on economic growth. Its impact is not only limited to the size of the payments involved, but the very process of extorting and

giving bribes. Due to the fact that corruption is a global problem, United Nations (UN) developed an anti-corruption handbook that lays strategies for fighting corruption. Various initiatives have been undertaken that includes the UN Convention against Corruption; the UN Declaration against Corruption and Bribery in International Commercial Transactions; the African Union Convention on Preventing and Combating Corruption; the UN Convention against Transnational Organized Crime; and the International Code of Conduct for Public Officials. Other initiatives include development of legal frameworks towards eradication of corruption. However these initiatives have little achievements in eradication of corruption. According to Persson, et al. (2010) Uganda and Kenya have strong legal anti-corruption framework but they still struggle to translate those laws into practice. For instance, according to Kenya Anti-Corruption Commission (KACC) Kenya was the first country worldwide to ratify the United Nations Convention against Corruption (UNCAC), and has also signed the African Union (AU) Convention on the Prevention and Combating of Corruption. (KACC 2005 – 2006). According to KACC, this is a sign of high level of commitment by the country towards eradication of corruption. The Kenya government introduced the Public Service Integrity Programme (PSIP), which is a partnership between the Kenya Anti-Corruption Commission, the Directorate of Personnel Management, Provincial Administration and other arms of government with the aim of improving service delivery by eradicating corruption in public service. However, with all these in place people are still engaged in corrupt deals in various ministries though the level of corruption differs.

Corruption has proven to be a dangerous device towards development. It compromises quality, effectiveness and equity in service delivery while raising the cost in discharging the same besides reducing the economic growth (Kenya Anti-Corruption Commission 2010). This is what is happening in Kenya despite the efforts being made. A lot of efforts have been put in place in the Kenya Public Service with reforms and various strategies put in place, however corruption has been changing faces with minimal change in the perception index. The core values of the Kenya civil servants are transparency and accountability, responsiveness, efficiency and effectiveness, and integrity. Even with these values the public, foreigners and investors perceive the civil service as corrupt. As

a result, the public has lost confidence with the system and therefore there is a continuous engagement in corruption. Due to the lost confidence and hence continued corruption, the government is losing huge amount of revenue which should support the development of the country. According to Kivutha (2001) during the years between 1991 and 1997 according to CLARION report the Kenya Government lost more than Kshs 475 billion through corruption, neglect, wastage and a "don't care" attitude of public officers. This translates into a loss of Kshs 68 billion annually; nearly one third of the government's ordinary annual revenues. Apart from the loss of government revenue, individual money is lost as well as denial of service to the public which they rightfully deserve.

Although many strategies have been put in place, in the Ministry of State for Immigration and Registration of Persons, the corruption perception index of Department of Immigration has been high though declining at a small margin. This has seen it persistently remain in the Ombudsman report on corruption. The department is one of the first contact agents by foreign visitors. The strategic placement of the department has attracted great interest by both citizens and foreigners. The department has put in place measures to eradicate corruption. This includes: staff and public awareness, administrative punishments, civil service reforms, corruption feedback mechanism like use of hotlines and suggestion boxes, uniform and badges, use of Information Communication Technology, and decongestion of service delivery areas. This is on top of performance contracting, auditing, training integrity officers, integrity testing, risk assessment by KACC, investigations, wealth declaration, and Ministerial Advisory Committee. These measures have seen many members of staff lose jobs while the department has invested towards this endeavour. According to the Transparency International (2004), in the year 2004, the department was perceived as the most corrupt agent having overtaken the Kenya Police to become number one. However, in July 2010, Transparency International released Corruption Perception Index Report of 2009 that indicated corruption had gone down (East African Bribery Index 2010). The report ranked Kenya Police as number three (3) in East Africa while Department of Immigration was number twenty-five (25). These studies are external with the perception based on the public opinion.

The rationale of the study was that no other study had been carried out for the Department of Immigration or for the Ministry of State for Immigration and Registration of Persons to determine the factors that influence staff and customers engage in corrupt deals despite the department remaining in the list of the most corrupt government agencies. Other surveys done within the ministry include Examination report on the systems, policies, procedures and practises of the Department of Immigration, Employee Satisfaction Survey, Customer Satisfaction Survey, Service Delivery Score cards, and Health and Environment survey. Though these surveys indicate improvement none has internally determined the factors that influence staff engagement in corruption in the department.

The Department of Immigration operates as a service department as well as security agent. The study intended to establish factors that influence staff engagement in corruption. The study therefore established the influence of organizational culture, established the influence of level of automation, ascertain the influence of legal framework and determined the influence of staff motivation towards influencing staff engagement in corruption. The public perception portrays the department to be very corrupt. The study sought to assess whether this perception influence staff engagement in corruption.

1.2 Statement of the Problem

The high corruption perception in public service implies that the requirements by the Public Service Commission are not adhered to. The law requires a public officer to carry out his/her duties and ensure that the services that he/she provides are efficient and honest. He/she should ensure courtesy and respect, and should not violate the rights and freedom of any person among other things. This high corruption perception is reflected consistently in some of departments. According to Transparency International (2004), the Department of Immigration was perceived as the most corrupt agent having overtaken the Kenya Police to become number one. The Department improved and was ranked by

Transparency International as fourth in 2007 and 2008, while the Kenya Police has been number one (1) in corruption for the last eight (8) years. The two are law enforcement and security agencies. The likelihood of getting involved in corruption bribery in the Department of Immigration was rated as 62, 77 and 79 percent in 2006, 2007 and 2008 respectively. This indicates that the probability of experiencing corruption in the department was going up (Transparency International Kenya, 2008). This is with exception of the year 2009. In July 2010, Transparency International released East African Bribery Perception Index Report of 2009 that indicated corruption had gone down. The report ranked the Department of Immigration as number twenty-five (25) in East Africa (Transparency International 2010). This index is purely based on public perception with very little involvement of immigration staff if any at all.

The high corruption perception in the Kenya government institutions and to be specific in the Department of Immigration has led to introduction of various strategies to fight corruption that includes: - staff and public awareness, (use of service charters, training, advertisements, warning signs), administrative punishments (sacking of corrupt officers, aligning corrupt officer to court, transfers civil service reforms, etc), corruption reporting mechanism (feedback mechanism like use of hotlines and suggestion boxes, uniform and badges, mails), use of Information Communication Technology, and decongestion service delivery areas. Reforms in all sectors of Government were introduced that includes: - performance contracting, auditing, training integrity officers, integrity testing, investigations, wealth declaration, Ministerial Advisory Committee, and setting of anticorruption units. These measures have seen many members of staff lose jobs while the department has invested towards this endeavour. However, with all these efforts there has been very little change in corruption if any. Githongo (2007) says that, we need to learn how to make the fight against corruption more effective. The continued rating of Department of Immigration among the most corrupt agencies in Kenya for the eight (8) years despite the efforts to fight corruption has triggered the need to undertake this study to determine the factors that influence staff engagement in corruption. In spite of the measures taken, factors that influence staff engagement in corruption have remained a riddle in the Department of Immigration. The question is, why do staff and customers

still engage in corruption? The study sought to find out the factors influencing corruption practices in the Department of Immigration.

1.3 Purpose of the Study

The purpose of this study was to establish the factors that influence staff engagement in corruption in the public service and make appropriate policy recommendations specific to Kenya with emphasis to the Department of Immigration.

1.4 Objectives

The objectives of the Study are: -

1. To establish the influence of organizational culture towards staff engagement in corruption in the public service of Kenya
2. To establish the influence of level of automation in staff engagement in corruption in the public service of Kenya
3. To ascertain the influence of legal framework towards staff engagement in corruption in the public service of Kenya
4. To determine the influence of staff motivation in staff engagement in corruption in the public service of Kenya
5. To assess whether the public perception influence staff engagement in corruption in the public service of Kenya

1.5 Research Questions

This study seeks answers to the following questions: -

1. Does the organizational culture influence staff engagement in corruption in the public service of Kenya?

2. To what extent does the level of automation influence staff engagement in corruption in the public service of Kenya?
3. Does the legal framework in the Department of Immigration influence staff engagement in corruption in the public service of Kenya?
4. Does staff motivation influence staff engagement in corruption in the public service of Kenya?
5. Does the public perception influence staff engagement in corruption in the public service of Kenya?

1.6 Significance of the Study

The importance of this study is to assist the government to unveil the secret behind the continued corruption in its offices despite the efforts to fight corruption. The Department of Immigration has remained in the list of the most corrupt agents. The study will be of benefit to both the government especially in rendering of the services and revenue collection and also the public who should enjoy better services. Corruption is expensive especially when one considers its effects to economic development. The success of the study will provide a guiding tool in eradicating corruption in Kenya public services, as it will be internally constructed. The same may be replicated in other African countries. This is with the assumption that there are a lot of similarities in African countries.

1.7 Limitations of the Study

The limitation of this study included sensitivity of corruption issues since most of people avoid issues to do with corruption. The officers were made to understand that this is a purely academic survey and it will not affect their working relationship. The study restricted itself from any requesting of names of respondents and no option for that was provided.

Limited time was another limiting factor that was one of that faced the study. Due to this fact, the study did not use very large sample size. The survey targeted middle and lower technical and support staff and not the top management. Another limitation is of limited funds. The Department of Immigration spread in major towns, seaports and airports. Other offices are spread along international border with fur flung offices. The researcher used good relationship with the office to send questionnaires to some of the offices so as to have a representative sample. The use of the questionnaires made the work to be simpler and cheaper.

1.8 Delimitation of the Study

The scope of the study was limited to investigating internal perception on factors influencing corruption, which included organizational culture, level of automation, legal framework of the department, staff motivation and public perception.

The target population was the Department of Immigration in all areas of service delivery. However, the population did not cover the officers in missions abroad and border offices due to technicality, time and cost of reaching them. The site of the study included headquarters office at Nyayo house, regional offices (Mombasa, Kisumu, and Garissa), Jomo Kenyatta International Airport - Nairobi and Moi International Airport - Mombasa.

1.9 Assumption of the Study

That the respondents were sincere and were not biased or gave contradictory answers and did not provide information out of fear. The study also assumed that corruption in procurement process requires separate study and that most of the issues are known. Further, that there will be no ministerial interference with the study. The other assumption was that the general measures applied by all other civil service sectors have no significant influence.

Since selecting of sample data of 109 officers is more than 30, the sample was representative of the target population. It was assumed that the data collection instrument had validity and reliability in measuring the desired constructs

1.10 Definitions of Significant Terms

Staff: in the context of the study refers to the staff of the Department of Immigration or the public servants

Support Staff: in this context of the study refers to any other members of the staff of the Department of Immigration other Immigration Officers. The support staff are those who are not technical staff trained to play the role of Immigration Officer.

Corruption: In the context of the study refers to any kind of behaviour that leads to abuse of public office. In this case the action that will affect the rendering of services in the public service negatively or anything that will portrays this.

Bribery: The solicitation or acceptance by a public official, directly or indirectly, of an undue advantage, for the officer him/herself or another person or entity, in order that the official act or refrain from acting in the exercise of his or her official duties

Grand corruption: This is an expression used to describe corruption that pervades the highest levels of government, engendering major abuses of power. A broad erosion of the rule of law, economic stability and confidence in good governance quickly follow. Sometimes it is referred to as “state capture”, which is where external interests illegally distort the highest levels of a political system to private ends. This kind of corruption is likely to be found at the top level management of an organization and especially where politicians are involved in Kenya.

Petty corruption: Sometimes described as “administrative corruption” involves the exchange of very small amounts of money, and the granting of small favours.

Systemic corruption: This is corruption where it has become ingrained in an administrative system. Here corruption is in the system rather than being individual action within a public service. In this kind of corruption if minor acts of petty corruption occur it is often thought best to leave these to be dealt with by way of administrative sanction (demotion, dismissal etc.), rather than invoke the whole weight of the criminal process. This is what might be happening in the Kenya public service.

Corruption Perception Index: Here will mean tabulated/calculated index by various agents. It is an aggregate indicator that combines different sources of information about corruption making it possible to compare countries, ministries, departments, institutions or agents.

The Department: Here used to mean Department of Immigration of Kenya

Levels of corruption: This will mean various levels of operation in the Ministry/department that may experience different form or amount of corruption involvement.

Customer(s): Here mean members of public who seek services of the Department of Immigration.

1.11 Summary of the Chapter

This chapter has defined what corruption is from different scholars. It has given broad perspective on corruption and the global attempts to fight the vice. The chapter also gives the Kenya position in fighting corruption and the initiatives therein. It has highlighted the measures taken by the Department of Immigration towards eradication of corruption. The chapter also has indicated the public perception about the corruption in the

department. It has clearly stated the problem statement and the purpose of the study. Five objectives and project questions are identified in the chapter. The significant of the study which is to assist the government to unveil the secret behind the continued corruption in its offices despite the efforts to fight corruption was identified as well as the beneficiaries. The scope of the study was limited to establishing factors that influence staff to engage in corruption. The study was based on the staff of the Department of Immigration. The expected limitations of the study and how to counteract them are identified. The study has also given the assumptions and the definitions of significant terms.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the overview on corruption in public service, where corruption has been defined. It has focused on what various scholars have said about corruption in public service and measures taken to eradicate it. Broad perception of corruption has been discussed with greater focus on Kenya. Some of the attempts by the Kenya Government have been highlighted. Forms of corruption have been discussed to enable reader understand corruption and how it present itself in different faces. The chapter has also described the independent variables of the study. This includes the organizational culture, level of automation, legal frameworks, motivation and public perception. The chapter also provides the conceptual framework with a clear diagrammatic explanation of the study.

2.2 An overview on Corruption in Public Service

Corruption is an evil that is considered to impoverish a country's citizens and exploit the poor in a society. According to Jennifer (2003), among the many challenges facing public service institutions in developing countries, corruption remains one of the most pervasive and the least confronted. The challenge is threatening the proper functioning of many public services in the world. According to Seoul Metropolitan Government (2003), probity and integrity in the public service and in public life generally are central to the proper functioning of public administration. Seoul relates corruption to a deadly disease that when left unchecked it weakens economies, creates huge inequalities and undermines the very foundations of a democratic government. Similarly, according to Rose-Ackerman (1997), corruption has a negative effect to economic growth. It makes business costly. She says development projects are less likely to be successful in countries with

high level of corruption. Rose-Ackerman feels that civil servants will be attracted to corruption if their pay is much less compared to others with similar training while transparency in recruiting the staff also contributes. According to Garcia-Murillo and Vinod (2005) corruption (bribes, kickbacks, and illegal favours) is the most lucrative activity in many countries that benefit the individuals involved but creates serious negative distortions in the economy and undermine citizens' trust in the (democratic) institutions of the country. For a high level of corruption to be experienced in a country many forms of corruption are already institutionalized to be part of the society.

Corruption has various definitions and therefore has no definite definition. It has been defined differently by various authors. According to BusinessDictionary.com corruption is defined as "giving or obtaining advantage through means which are illegitimate, immoral, and/or inconsistent with one's duty or the rights of others". Other definitions include definition by Vikas (2005) who defined corruption as misuse of an organizational position or authority for personal or organizational (or subunit) gain, where misuse in turn refers to departures from accepted societal norms. According to Common Wealth Secretariat (2000), "Corruption is generally defined as the abuse of public office for private gain". Corruption in public service has been associated with issues like bribery, nepotism, and misappropriation of resources. Kargbo (2006) in reference to this Common Wealth definition and other writers defined corruption as "the abuse of public office, the abuse of all offices of trust, misappropriation, private gain among others". Corruption has commonly associated with offices and their occupant while most associate it with public offices. This is an indication on how serious corruption is in the public offices. Myint (2000) defined corruption as the use of public office for private gain, or in other words, use of official position, rank or status by an office bearer for his own personal benefit. Myint gave examples of corrupt behaviour as: bribery, extortion, fraud, embezzlement, nepotism, cronyism, appropriation of public assets and property for private use, and influence peddling. Transparency International is one of the key institutions in corruption indexing. Corruption is defined by Transparency International, Global, (2010) as "the abuse of entrusted power for private gain". This definition combines both public and private sectors.

A lot of effort has been put in place to fight corruption; for example, the United Nations (UN) developed anti-corruption handbook that has defined various terms of corruption and how to deal with it. Some of the terms include: -

“Systemic Corruption” is corruption where it has become ingrained in an administrative system. Here corruption is in the system rather than being individual action within a public service. In this kind of corruption if minor acts of petty corruption occur it is often thought best to leave these to be dealt with by way of administrative sanction (demotion, dismissal etc.), rather than invoke the whole weight of the criminal process. This is what might be happening in the Kenya public service.

“Grand corruption” is an expression used to describe corruption that pervades the highest levels of government, engendering major abuses of power. A broad erosion of the rule of law, economic stability and confidence in good governance quickly follow. Sometimes it is referred to as “state capture”, which is where external interests illegally distort the highest levels of a political system to private ends. This kind of corruption is likely to be found at the top-level management of an organization and especially where politicians are involved in Kenya.

“Petty corruption” sometimes described as “administrative corruption” involves the exchange of very small amounts of money, and the granting of small favours. UN (2004) says that when patterns of “petty corruption” are uncovered, investigators should consider whether it is possible for them to track the way in which the proceeds are dispersed. Frequently, the front-line officials are not the principal villains but are being manipulated by their superiors.

The handbook defines bribery as: One, the promise, offering or giving, to a public official, directly or indirectly, of an undue advantage, for the official himself or herself or another person or entity, in order that the official act or refrain from acting in the exercise of his or her official duties; and two, the solicitation or acceptance by a public official,

directly or indirectly, of an undue advantage, for the official himself or herself or another person or entity, in order that the official act or refrain from acting in the exercise of his or her official duties. (United Nations, 2004)

There are acts by officials or individuals that are not considered as corruption but their effects are great to the society. Any act that negatively affects the society should be treated as corruption. According to Katsenelinbogen (1983) there are two basic types of corruption: - firstly, actions whose harmful effects on society are questionable. This type of corruption involves redesigning the system and legalizing the appropriate actions of people in it. Secondly, corruption can be considered as actions that unambiguously harm the society. Such acts should be treated as corrupt and criminal

To summarize of the definitions, corruption can therefore be broadly concluded as giving or obtaining advantage by abusing public or private office and any other action that negatively affects the society.

Out of corruption trustworthy of public institutions is lost, ethical principles are undermined by rewarding those willing and able to pay bribes and inequality is widened. Economic competition is distorted and public funds squandered. The payment or acceptance of bribes compromise the quality of products and services provided while the skills of employees tends to deteriorate. According to UNODCCP, (2001) corruption in the developing countries has hampered national, social, economic and political progress through inefficient allocation of resources and has made competent and honest citizens to feel frustrated, and the general population's level of distrust to rise. This, in many times, has caused foreign aid to disappear, projects are left uncompleted, low productivity, administrative efficiency is reduced and the legitimacy of political order remains undermined. Results of corruption are big loss to many nations. According to Dugger (2009), a former director of global programs at the World Bank Institute Mr. Kaufmann estimated that there are tens of billions of dollars of corrupt transactions each year in Sub-Saharan Africa. In this study I feel with this kind of figures it may call for economists to rethink when deriving profit making institution equation for profit in the

region. The losses have triggered actions by nations to fight the vice however little has been achieved. This may be attributed to weak institutions and methods used. Experts, prosecutors and watchdog groups said they fear that major setbacks to anticorruption efforts in South Africa, Nigeria and Kenya are weakening the resolve to root out graft, a stubborn scourge that saps money needed to combat poverty and disease in the world's poorest region (Dugger, 2009).

As seen above, a lot has been written and said about corruption, however, the vice is persistent. Kenya is one of the countries where fighting of corruption experiences a wavy trend whereby in some period the war is near a success while in others it become a total failure. Persson et al (2010), focusing on Kenya and Uganda argues that contemporary anti-corruption reforms in Africa have largely failed because they are based on a mischaracterization of the problem of corruption in contexts with systematic corruption. He demonstrates that the overall failure of anti-corruption reforms is by and large the result of an implementation problem. He argues that the very people who are supposed to implement the measures act to suit their interests. This could be one of the reasons why fighting corruption in public service has never succeeded. Persson therefore implies that it is the ruling elites who need to be controlled and not the civil servants or administrators. Though he may be right but the civil servants play the greater role which needs to be investigated as to why the measures have not worked or are too slow for the needed change. Through the last two decades, corruption in Kenya has become the order of the day such that internationally, it has become difficult for one to talk about corruption without a mention of countries like Nigeria and Kenya. According to Punt (2007b) Kenya and Nigeria were mentioned in unsubstantiated report, for mismanagement of Global Fund grants. A world map in 2005 Corruption Perception Index of Transparency International (TI) indicated that almost the whole of the equatorial belt falls within the high-risk category of corruption. The situation has made economic growth to slow down more so during the last two decades. According to Persson (2010) since TI introduced its measurement in 1998, the level of corruption in neither Uganda nor Kenya has been anything else than rampant, revealing very bad performance on behalf of the institutional framework in place in the respective countries. In 1998, they

say Uganda and Kenya had a Corruption Perception Index (CPI) of 2.6 and 2.5 respectively. In 2010, Uganda had an index of 2.5 while Kenya had an index of 2.2, revealing a decline rather than a progress. In fact, both Kenya and Uganda are still after many years of anti-corruption efforts – deemed some of the most corrupt countries in the world, being ranked number 130 and 146 respectively out of 180 nations.

The high rates of corruption led to introduction of Kenya Anti Corruption Commission (KACC) in May 2004 by the National Alliance of Rainbow Coalition (NARC) government. However, the vice seems to be gaining strength. Carole and Julie (2008) quoted an International Monetary Funds (IMF) representative that, *'the KACC makes it harder for you to steal, but if you succeed, you're okay'*. This means that the instruments to fight corruption are in place but are not fully utilized or are suppressed by authorities. The report indicates that KACC put a lot of effort to educate the public (Carole and Julie 2008). The 2010 Corruption Perceptions Index shows that nearly three quarters of the 178 countries in the index score below five, on a scale from 10 (very clean) to 0 (highly corrupt). These results indicate a serious corruption problem. Kenya scored 2.1 and was ranked number one hundred and fifty four (154). Kenya was grouped together with countries like Comoros, Congo-Brazzaville, Guinea-Bissau, Russia, and Tajikistan. Though Somalia was ranked the least, that is, one hundred and seventy eight (178) the score was 1.1 meaning Kenya was above it by only 1 point. The other neighbouring countries scored as follows; Ethiopia and Tanzania were number one hundred and sixteen (116) with a score of 2.7, Uganda was number one hundred and twenty seven (127) with a score of 2.5 while Sudan was number one hundred and seventy two (172) with a score of 1.6. In Sub-Saharan Africa, Kenya was ranked as number thirty-five (35). Going by the ranking the perception is that Kenya is considered to be very corrupt (Transparency International, global (2010).

To fight corruption, Kenya developed legislations immediately after the Moi regime among them the Anti-corruption and Economic Crimes Act 2003, the Public Procurement and Disposal Act 2005 and the Public Officer Ethics Act 2003. According to Transparency International, East Africa (2010), corruption in Kenya has however

remained as part of public practice. In some instances, Transparency International says that the founding legislation gave a limiting mandate on the same. Other writers have expressed similar sentiments. According to Kivutha et al (2001), corruption in form of vested interests has contributed to unsound policies, and lower levels of domestic and foreign investment. Corrupt leaders ensure that policies are made in such a manner to ensure that fighting corruption is difficult. He says that corruption has reduced the incomes of the poor and their access to basic services such as health, education, and justice. Once one is denied health services, access to education and justice human and economic development become jeopardised. This makes a community to remain in magic level of awareness, a situation preferred by many politicians. Corruption spread all over in both private and public service. Agencies which provide public services are not accountable, and hardly have the mandate of those being served. According to Kivutha et al (2001) the evils of corruption as manifested in misappropriation of public resources by elites have contributed to poor economic performance.

Further to the above measures, the Government of Kenya introduced the Public Service Integrity Programme (PSIP). This is a partnership between the Kenya Anti-Corruption Commission (KACC), the Directorate of Personnel Management, Provincial Administration and other arms of government aimed at improving service delivery through elimination of corrupt conduct from public service. In the period 2005 to 2006, 469 public officers were trained and sensitized on concept of corruption, the legal framework, organizational culture and corruption prevention strategies (KACC 2006). But with all these efforts put in place Kenya remains among the most corrupt countries in the world. According to Ngunjiri (2010), Kenya remains in the bottom 20 percent of Transparency International's Corruption Perception Index (CPI). She says that by the fact that it maintains within that range Kenya is perceived as one of the world's most corrupt countries. Kenya has had a number of commissions set up to unravel the scandals but all of them have proved to be an exercise in futility. This is a similar scenario with the Department of Immigration; by the fact of it reaming in the TI index reports the department is perceived to be very corrupt.

If we go by Katsenelinbogen definitions, Kenya experiences both types of corruption. This is because Kenya has been associated with a number of scandals among them Golden-berg, Anglo leasing, Police Tamperproof system, Grand Regency, Maize, Land grabbing, among others. Corruption involving unprocedural sale of maize or corruption in security agents have serious negative impact to public. Land grabbing has equally affected the society and environment. These corrupt deals do not go unnoticed. Grand corrupt cases have been uncovered and action initiated, however most of them are never concluded. Similarly, corruption in the Department of Immigration has been reported by customers and investigating agencies but the perception about it being corrupt remains high. The corruption in the Department of Immigration may not necessary be grand corruption but it comes in many forms. Forms of corruption are discussed under 2.2.1 of this chapter.

Though the most pronounced corruption in the Kenya Government is the grand corruption, the most common and which has made the Kenya Police Service and the Department of Immigration to be perceived as corrupt is petty corruption. The citizens and immigrants have sighted the services offered by the two agencies as filled with corrupt practices. Githongo, is reported to have said "*Going after big fish hasn't worked*". "The fish will not fry themselves." Corruption is rampant in Kenya such that most of people have experienced it in one way or the other under different forms. According to Ngunjiri (2010) the proportion of respondents who did/did not make bribery payments over the previous year was 76 and 24 percent, respectively. The bribes paid by 50 percent of the respondents are above Kshs. 1,000. This is in consideration that more than half of the population in Kenya lives below the poverty line (living below a dollar a day). One is left wondering why the vice is so resistant despite the outcry of the citizens. Ngunjiri says that long-term measures need to be taken that aim at fundamentally changing the formal institutions. Short-term measures such as corruption campaigns serve to reduce corruption only when they are in effect. However, the short-term measures are what many principals tend to use. To change the trend Persson et al (2010) says that the principals should aim at negatively affecting the agent's motivations to engage in corrupt behaviour through control instruments that decrease the level of

discretion among agents; limit the monopoly of agents, and; increase the level of accountability in the system. For example, decentralization (decongestion), installation of systems, and use of service charters, among others have been applied.

The Department of Immigration has remained among the top ten (10) corrupt Ministries/ Departments in the Kenya Government. Law enforcers like the Department of Immigration were ranked by the Transparency International as number four (4) in 2008 and 2007, while the Kenya Police has been number one (1) in bribery all through apart from 2004 when the department overtook the Kenya Police to become number one (1). According to TI 2010, in the Kenya Aggregate Bribery Index report, the Department of Immigration was ranked number nine (9) in both 2009 and 2010.

2.2.1 Forms of Corruptions

Corruption present itself in many forms. Under the laws of Kenya, forms of corruption includes: bribery, fraud, embezzlement or misappropriation of public funds, abuse of office, breach of trust, and dishonesty in tax, rate or imposed levied under any Act (Kenya Gazette Supplement No. 41, 2003). As a way of fighting all forms of corruption, the Government of Kenya constituted the Kenya Anti-Corruption Commission. According to Kenya Anti-Corruption Commission (2006) corruption is a complex and multifaceted phenomenon which has multiple causes and effects, and it takes many forms. The Commission gives forms of corruption to include: misuse of public power, moral decay, bribery, undue influence for personal gain, denying people their basic needs and rights, nepotism, embezzlement, employment not based on merit, mismanagement, and misappropriation.

Corruption has been studied and analysed by various scholars who have come up with various but similar forms of corruption. For instance Myint (2000) identified the forms of corruption to include: bribery, extortion, fraud, embezzlement, nepotism, cronyism, appropriation of public assets and property for private use, and influence peddling. In

addition, Pathak et al (2008) included influence peddling and opportunism. Opportunism has not been mentioned by many scholars as compared to other forms of corruption; however opportunism might be one of the elements that officers capitalise on. Pathak consider corruption to include both monetary and non-monetary benefits. Similarly, Osipian (2007) in his research on higher education in Ukraine found a similar forms of corruption but with addition of favouritism, kickbacks, transgressing rules and regulations, bypass of criteria in selection and promotion, cheating, plagiarism, research misconduct, discrimination, and abuse of public property. Osipian says that these forms of corruption rarely appear on their own but rather often they are connected in bundles and can have different origins. For instance, assigning a high grade to a student in exchange for a bribe implies fraud. Further, the bribe might have been offered voluntarily or extorted. It can be in the form of cash, merchandize, service, or a monetary donation.

From the discussion above there are various forms of corruption. One form of corruption is bribes. This is giving money by a person seeking service or acceptance of money to influence a desired action by a person in a position of trust. The people who offer bribery believe that it can speed up delivery of service or processing of documents. According to UNODCCP (2001) a bribe may consist of money, company shares, inside information sexual or other favours, gifts, entertainment, a job, promises, among others with direct or indirect advantages gained by corrupt officials. Indirect gain is when the benefits flow to an official's friend, family, associate, favourite charity, private business or interests, campaign funds or political parties. Bribe receivers in the public sector can be politicians, regulators, law enforcers, judges, or any other class of civil servant.

Corruption may be in form of extortion. This is abuse or threat by use of power in order to provoke payment from a person or seeking bribery from a person so as to assist in service delivery or for a certain gain. According to UNODCCP (2001) extortion is also called "speed money". It is paid when government agencies are slow to deliver services and process applications. Normally extortion is not regarded by the "victims" as being offensive. This is because the givers of this money are simply interested in ensuring that an official do his/her job and hence they do not regard this practice as unethical or

inappropriate. The payers argue that the money facilitate the work and not for seeking unlawful favours.

Patronage is another form of corruption. This is assigning of executive positions through bribery, politically, friendship or relationship as a means of reward or for future gains. Assigning of positions on family basis is referred to as Nepotism.

Other forms include embezzlement. According to UNODCCP (2001) embezzlement involve theft of resources by persons entrusted with authority and control over government property. These can include public officials and private individuals. Embezzlement also includes conversion of government property or personnel for private use, and unauthorized use of the time and labour of public employees or of government facilities and equipment.

Theft of revenue is stealing of money intended for government for own use. According to Voskanyan F. (2000), an example of theft of revenue is where former Philippines president Ferdinand Marcos was accused of stealing millions of dollars, much of it in American foreign aid or in Iran-Contra where profits from the sale of US government property (antitank and anti-aircraft missiles) were diverted to private arms dealers and to counterrevolutionaries in Latin America.

Another form of corruption, which is practiced by many but not highly rated as corruption is favouritism. According to UNODCCP (2001) favouritism, nepotism and clientelism is the assignment of appointments, services or resources according to family ties, party affiliation, tribe, religion, sect and other preferential groupings. This type of corruption tends to reinforce existing power balances, as it confers most favours to those well connected. It also may introduce a market place for corruption as new players may afford or be willing to pay for the same favours. Clientelism refers to practice of concentrating or transferring of officers on favours or tribal or on any client based. These are closely related to influence peddling a form of corruption which is associated with

acquiring a position or commercial interest that is incompatible with one's official role and duties for the purpose of illegal enrichment.

Opportunism is using of the situation as an excuse to seek bribe, theft of revenue, embezzlement, among others which Vikas (2005) call denial of responsibilities. Denial of responsibility is a rationalizing tactic where individuals convince themselves that they are participating in corrupt acts because of circumstances they have no real choice. According to Vikas the circumstances may involve a coercive system, dire financial straits/channels, peer pressure, "everyone does it" reasoning, and so on. Opportunism may encourage corruption in an organization newcomers also start exhibiting the behaviours. When members of staff are transferred so as to bring new ones as a way to fight corruption but the new staff may see this as an opportunity and hence the practice is continued. According to Jennifer (2003) field technicians in water and sanitation sector of South Asia felt that petty corruption at their level was not corruption which was generally viewed as "small potatoes." They would never call it corruption since actual corruption was happening at the higher levels where greater opportunities for rent-seeking exist.

2.3 Factors that may Influence Staff to Engage in Corruption

The Public Service Commission is responsible for disciplinary control of the public officers in Kenya. The other agent that can exercise disciplinary control to public officers in Kenya is the Parliamentary Service Commission. The law requires that a public officer shall, to the best of his/her ability, carry out his/her duties and ensure that the services that he/she provides are efficient and honest. A public officer is supposed to maintain public confidence in the integrity of his/her office, ensure courtesy and respect, and should not violate the rights and freedom of any person among other things (Kenya Gazette Supplement No. 42, 2003). The high corruption perception in public service implies that these issues are not adhered to.

Department of Immigration is a government security agent as well as a service department. Due to this, members of the public have high interaction with its staff. This has caused high attraction of various organizations. Resulting from this attention and from the high perception on corruption the department was selected as one of the pilot departments for reforms as a means to eradicate corruption. A Governance Justice Laws and Order Sector (GJLOS) programme was launched to improve governance in various departments in 2003. This introduced many reform activities in the department. This was boosted by the performance contracting and continued support by Ministry of Finance through support of projects and also by Ministry of Public Service by employing additional staff. The department has decentralized the issuance of passports to regional offices to decongest the service points. Further, the Nairobi passports office remains open to public from 7.00am to 8.00pm East African time. Though improvement in service delivery has been reported, the corruption perception remains high. This study will focus on key factors that may be contributing to this high corruption perception index. According to Hong-Bin (2001), controlling corruption is as complex as the phenomenon of corruption itself. Hong says that for anti-corruption efforts to be effective, one must look beyond individual corrupt behaviour and focus on the structural causes that allow corruption to develop. He concludes that fighting corruption therefore requires strong and able leadership committed to cause and a wide use of information technology.

2.3.1 Organizational Culture

The culture is the soul of the organization. Different organizations have different cultures that influence how operations are done. The organizational culture therefore determines the level of corruption in an organization. In practice, this means that you may write whatever policy you like to combat corruption, but if corruption is part of the organizational culture in the way business is done then the policy will have little positive effect. According to Punt (2007a) the good effect of a regulatory framework is significantly hampered in an organization by a bad (unethical) culture, because that

culture is more powerful in directing human behaviour than a regulatory framework can be. Conversely, a poor regulatory framework will still have a positive effect among those influenced by a good (ethical) organizational culture. Punt says that efforts to prevent corruption must focus on structures and processes as well as the organizational culture created by employees, comprising the soul of the organization. For example in the Kenya Police forces, Oyugi et al (2000) found that corruption and culture of bribery had been institutionalised in the force to the extent that the officers no longer had to ask for the bribe but instead citizens literally beg them to receive it as the consequence of not parting with bribe can be grave. The fear set by the force is a culture that makes people opt for bribery rather than face the consequence.

The culture of the Department of Immigration therefore needs to be studied to find out whether it encourages corruption. The office structure of the department is set such that the junior officers receive the customers and make the basic decision that initiate the process. Further, they are the person nearest to the department's clients in the service thereby making the most interaction with the customers. The senior officers operate in closed system and are reached through requests. The senior officers sometimes makes final decisions of which may not be appealed anywhere else. For instance, according to the Kenya Citizenship Act Cap 170, (1988), the Minister is not supposed to assign any reason for the grant or refusal of any application for citizenship and his/her decision on any such application shall not be subjected to appeal to or review in any court. According to Kenya Vision 2030, even though the capability and capacity within the public service have improved, the delivery of public services in Kenya are still characterised by a culture rooted in the poor understanding of the fundamental principle of the public service that need change.

Though the organizational culture is mostly concentrated within the employees, the administrations tend to ignore them when planning on how to fight corruption. This practice isolates the employees and creates fear among them while creating communication gaps with the administration. According to Massmart Ltd (2007) report, in corruption prevention, the most effective detection tools in an organization are fellow

employees. Yet corrupt acts are often enveloped in a culture of silence, where employees are either too scared or too apathetic to report corruption. An ethics management programme is designed partly to ensure the availability of safe and well-managed reporting facilities, such as a hotline, to break the culture of silence in which corruption thrives. According to Kenya Anti-Corruption Commission (2006) people do not report corruption because those who report corruption are likely to suffer for reporting. They proposed a reporting mechanism to be devised. The Department of Immigration has put in place hotlines, complain boxes, provided uniforms and badges to staff, and have public relation officers.

2.3.2 Level of Automation

Another factor under operations is the level of automation. Experts say that automation of services minimise corruption in an institution. For instance, in the Indian state of Andhra Pradesh, where 40 percent of its 76 million people could not read, 214 deed registration were fully computerized which made the process of deed registration easy and transparent. The process started in April 1998 and by February 2000 about 700,000 documents had been registered. Before the introduction of online registration, it is reported that the opaqueness of procedures used to force citizens to employ middlemen who used corrupt practices to obtain services but not anymore. Due to high corruption, several Asian countries governments introduced smart cards that help citizens to obtain health-care services without having to provide corruption-prone cash payments for the services (Barnebeck and Rand, 2006). According to Barnebeck and Rand (2006), their study indicated that corruption is significantly lower in countries with higher levels of e-Government. Towards automation, the Department of Immigration is considered as of the most computerized departments in the Government however the level of automation is still low. Pathak et al (2008) had similar conclusion that e-Governance is positively related to improved government–citizen relationships and corruption reduction. It is further suggested that while e-Governance initiatives can make important contributions to

improving public services and reducing corruption, they can best do so by helping improve overall relationships between governments and citizens.

Automaton is associated with information. Lack of information is one of the issues that is considered to make persons victims of corruption. The gap created by lack of information lead to coming up of brokers who take advantage of the victims. Garcia-Murillo and Vinod (2005) relate automation with the saying that "knowledge is power." They say that internet can spread this power of information equitably to the benefit of all, thereby preventing monopolistic middlemen from abusing it. They further say internet can expose instances of threats, arbitrary changes in rules or deadlines, and demands for bribes by bureaucrats. Garcia-Murillo feels that government internet sites can provide correct information about the government regulations and services, helping to reduce the discretionary power of bureaucrats. Pathak et al (2008) is of the same opinion that all types of petty bureaucratic corruption can be diminished through the increased transparency achieved by using modern electronic media. This minimizes the opportunities for public officials to monopolize access to relevant information and to extract bribes from their clients. However, Pathak further says that if e-Governance initiatives are to curb corruption then the design of such systems needs an appropriate conceptual framework and needs to be understood by policy makers and public managers. This needs to be checked for the systems in the Department of Immigration. According to Murithi (2010) the Department of Immigration designed a system known as Department of Immigration Information Management System (DIMS) with models for application in various sections. The implementation of the plan was however hijacked to become a part of Anglo-leasing scandal. He says that adoption of ICT was either complete or ongoing in the sections but field stations networking and inter-section linkage was very limited.

2.3.3 Legal Frameworks

The other factor is legal frameworks guiding service delivery of the organization. The legal framework should always reflect ethical standards with universal appeal, such as honesty, fairness and responsibility. This is what is lacking in most of legal frameworks for corruption eradication. According to Punt (2007a) to translate the formal acknowledgement and desire of leaders to combat corruption into action, a legal framework (in a country) and a policy framework (in an organization) need to be drawn up. Punt says that laws greatly assist in the investigation and prosecution of those involved in corruption, but rarely assist in the prevention of corruption. The simple reason is that the corrupt fear detection more than prosecution. Similarly, according to Garcia-Murillo and Vinod (2005) corruption is possible as a result of the monopoly power that some members of government have over the resources or services provided by these entities. This is further exacerbated when there is a lack of clarity about rules, procedures, requirements, and fees. According to Svensson (2005) corruption may be caused by bad legal frameworks. He noted that in many poor countries, the legal and financial institutions are weak and often corrupt themselves. For instance, in a case where former Minister for Trade and Industry Mr. Mukhisa Kituyi is accused of corruption, evidence indicated that the minister had cleared vehicles that exceed the eight (8) years requirement to enter the country without the consulting the National Standards Council (NSC) (Ogutu 2011). On the other hand, the law gives the minister power to exempt under conditions.

The effectiveness of the legal frameworks depends with the intention of the policy makers. A number of policies are developed that create more opportunities of corruption while legalising it. The policies make corruption legal by intentionally making the administrators unaccountable for corruption. According to Myint (2000) the more opportunities for economic rent exist in a country, the larger will be the corruption. Similarly, the greater the discretionary powers granted to administrators, the greater would be the corruption. However, the more administrators are held accountable for their actions, the less will be the corruption. According to Seoul Metropolitan Government

(2003) report, policy-makers have been more focused on what to do rather than on how to reduce corruption. The report says that successful anti-corruption efforts need to sequence activities. Depending with the situation the report says that it is better to reduce opportunities for corruption rather than detecting or punishing it. The 2006 KACC report focussed mainly on the many problems facing the department rather than on reasons why people engage on corruption. Similarly, the department seem to focus on punishments. This could be the reason why corruption is still persistent in the department.

Legal frameworks may sometimes determine the style of leadership. The style of leadership may encourage or discourage corruption. According to UNODCCP (2001) government institutions have been focusing on expanding government facilities and skills. This included infrastructure, equipment and technical skills training. UNODCCP argue that even though these activities are important without a leadership confident in introducing accountability, transparency and a focus on objectives and results, the sustainable effect of these initiatives is questionable. There is need therefore to focus on leadership with integrity mind-set. Mind set refers to the outlook that civil servants bring to their jobs.

2.3.4 Staff Motivation

Staff motivation is another factor that is likely to influence engagement in corruption in organizations. Attitudes and prejudices determine the level of motivation in an organization. These attitudes and prejudices are the one that determine the culture of the organization. For successful fight against corruption motivation and development of legal framework must move together. According to Punt (2007a) to sustainably combat corruption, the ethical values that informed the creation of the regulatory framework must be made part of the organizational culture. Motivation needs also to move with the level of satisfaction, which mainly is associated with payments. According to Myint (2000) aside from encouraging corruption, low pay has other detrimental effects on the attitudes and performance of public employees. It contributes to reducing incentives, low morale,

increased inefficiency, moonlighting and absenteeism and loss of self respect and dignity. As a result, some of these employees become nasty, rude and indifferent in their dealings with the general public. They can be exasperating and create a lot of nuisance value to ordinary citizens. Myint says that with this kind of environment, it become hard for an institution to recruit and retain good workers as they will seek employment or leave to take up more challenging and higher paying jobs in the private sector or abroad. Hence, rather than considering the matter only from the corruption point of view, a more wide-ranging civil service reform programme, including adjusting salaries to cover the living expenses of an average family when inflationary expectations have been brought under control, would need to be given careful and serious attention where such conditions prevail in a country.

There are various ways to motivate employees which include better pays, attention to all, better working environments among others. A well-motivated staff will have minimal corruption. According to UNODCCP (2001) a necessary step towards the prevention of corrupt practices is motivation of the employees. Motivation through increased salary may be used where salaries of public employees are low and corruption has become an accepted way of making a living. Failure by government to ensure appropriate salaries results not only to force the public official to top his/her income through corrupt practices but also provides a moral justification for corruption.

2.3.5 Public Perception

Public perception is also a factor that may influence corruption. Most of the customers believe that most of the services rendered by the Department cannot be obtained without intervention of someone or seeking assistance through corrupt deals. This is the public perception that creates the environment that surrounds the Department. When it comes to delays in service delivery, it is widely know that most of Kenyan believe or like handling issues in the last minute. However the importance accorded to the service or the document of interest will also determine whether they will seek the service/document or

not. Some of the documents provided by the Department of Immigration include work permits, passports, passes, visas and citizenship. The issuance of these documents is pegged on maximum time limit and not on the least time one can expect to get the documents. According to Voskanyan (2000) in Armenia there was evidence that people (public) did neither trust in nor did they respect the law. This was to the extent that even when tax collector inclined to take bribes, in most cases taxpayers themselves offered bribes. People in Armenia mainly are inclined to solve their problems with the help of bribes and not with the help of law. Bribing is seen as a way of life. This is a problem that might be being ignored by many who blame all the corruption problems to officials. According to Myint (2000) a bribery deal can easily be initiated from the supply side, and big local business firms, as well as large multinational corporations from industrialized countries in particular, can make proposals which officials in poor countries will find hard to resist. However, by the year 2006, 72 percent of Kenyans believed that a public official or service provider asks for bribes. The reason for citizens to give bribe included demand by public officers and delay in service delivery (Kenya Anti-Corruption Commission, 2006).

The study sought to determine which factors influence corruption in the Department of Immigration. By establishing the factors, the study expects to relate the corruption with the origin and means of prevention rather than punishment.

2.4 Other Variables

This section describes the Intervening variable here identified as the Political Will, Moderating variable identified as Nature of the Service and Extraneous variable identified as Role of other stakeholders.

2.4.1 Political Will

Political will is a key factor that determine whether the war against corruption will be successful or not. However, political is difficult to measure or detect as it can be easily be said but the deeds are totally on the contrary. According to Mirugi (2006), political good is one of the greatest obstacles in the fight against corruption as the politicians want to cater for self interests to enrich themselves. The situation is worsens by the fact that in many countries the same politicians are the ministers in their government. Similar sediments were raised by Maqbool (2001), that lack of political will has been a limiting factor in fighting corruption in Pakistan. Maqbool says that successive governments used accountability either as a tool for political victimization or were not strong enough to implement true accountability.

The importance of having strong government force or political will can be traced in Singapore. According to Chua (2001) political will of the government is, by far, the single most important factor in fighting against corruption. In Singapore one of the least corrupt countries in the world, Chua says that throughout its government tenure, spanning the entire postcolonial era, the government has pursued a strong anti-corruption policy. In the 2010 Transparency International report on global perception index Singapore, Demark and New Zealand were listed as number one (1) least corrupt countries with an index of 9.3 out of 10.0. The other factor Chua says is the Sincerity of purpose. Singapore's political leaders match their words with their deeds by setting good examples for public officers to follow. Since coming to power in 1959 the government of Singapore has not flinched from punishing those guilty of corruption, notwithstanding their position in society. Political will is considered as intervening variable in this study.

2.4.2 Nature of Service Offered

Nature of services offered may sometimes be a factor in engaging people in corruption. According to the Independent Commission on Good Governance in Public Services (2005), all public service organisations provide a service to other people and/or

organisations, although not all provide services directly to members of the public. The quality of service is an important measure of how effective an organisation is. Users of public services, unlike consumers in the private sector, usually have little or no option to go elsewhere for services. This may determine how officers in public service render services. Nature is difficult to measure and require observation of both customers and service provider. This will also require comparison of various organizations that offer different services. Nature of service offered will therefore be considered as moderating variable and therefore will not be understudied.

2.4.3 Role of Other Stakeholders

The role of other stakeholders is very important on how an organization operate. Some of them are important such that some of the operations of that organization cannot continue without their involvement. Examples are vetting committees, intelligence security agent, and police, among others in the Kenya scenario. The stakeholders here are considered as extraneous variable in influencing the engagement of people in corruption.

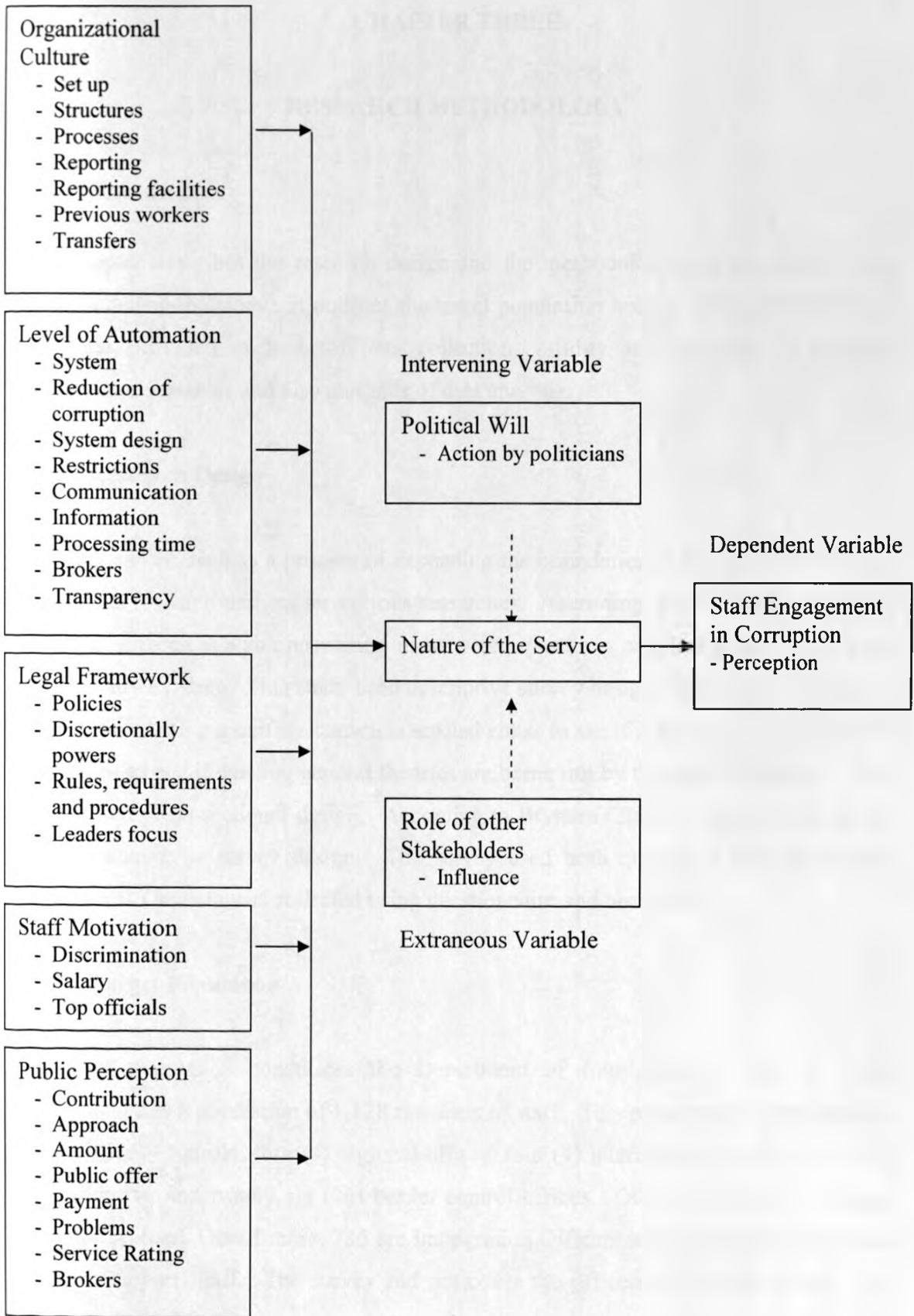
2.5 Conceptual Framework

This conceptual framework summarizes diagrammatically the intention of the study with clear independent variables and dependent variable indicated. In this case the independent variables are organizational culture, level of automation, legal framework, staff motivation and public perception. These are the factors that will be studied to determine their influence in peoples engaging in corruption. The dependent variable is staff engagement in corruption. The public service of Kenya will be considered at the level of Department of Immigration.

Other factors that may influence staff engagement in corruption are political will considered here as intervening variable, role of other stakeholders here considered as extraneous variable and nature of the service delivery considered here as moderating variable. These variables however will not be studied.

Independent Variables

Figure 1: Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and the methodology that was used by the research during the study. It outlines the target population and the sample size that was used, has provided methods of data collection, validity and reliability, operational definition of variables and also methods of data analysis.

3.2 Research Design

Research can be seen as a process of expanding the boundaries of our ignorance. There are various research designs for various researches. According to Goddard and Melville (2007) a research is about answering unanswered questions or creating that which does not currently exist. This study used descriptive survey design. Descriptive research is research in which a specific situation is studied either to see if it gives rise to any general theories or to see if existing general theories are borne out by the specific situation. The survey used cross-sectional design. According to Bryman (2004) cross-sectional design is often known as survey design. The survey used both qualitative and quantitative approaches. The data was collected using questionnaire and observation.

3.3 Target Population

The total population constitutes the Department of Immigration in Kenya. The Department has a population of 1,128 members of staff. This population is distributed in Head Office – Nairobi, four (4) regional offices, four (4) international airports, three (3) other airports, and twenty six (26) border control offices. Other officers are in Kenya Missions Abroad. Out of these, 786 are Immigration Officers who are technical staff and 342 are Support Staff. The survey did not cover the officers in missions abroad and

border offices due to technicality issues, time and cost of reaching them. The Target Population (N) consisted of 870 members of staff (573 Immigration Officers and 297 Support Staff). Both Immigration Officers and the Support Staff were involved because corruption is believed to be non-discriminative. The target population was derived from the areas where there is high interaction between the members of staff and the public. They include offices in Nairobi, Coast, Garissa and Kisumu. The strata was made of the head office at Nyayo house, regional offices (Mombasa, Kisumu, and Garissa) and airports (Jomo Kenyatta International Airport (JKIA) - Nairobi and Moi International Airport (MIA) – Mombasa). Majority of the staff at the Nairobi headquarters are those who have worked in other station especially the border control offices. Equally, majority of the section heads and administration offices have worked in the Kenya Missions Abroad and therefore the trust that the target population is representative of the entire staff in the department.

The Target Population (N) = $\sum N_i$,

Where,

N_i is the population of each station. The table 3.1 indicates the population distribution per station and their proportionate representation compared to total Target Population. The percentages are calculated using the formula here below;

$$\text{Population Percentage (\% of } N_i) = \frac{N_i}{N} \times 100$$

Table 3.1: Distribution of Target Population by Region or Station

Strata	Population (N_i)	Percentage (%) of (N_i) to Total Target Population
Nairobi Head office	453	52.1
Kisumu	53	6.1
Mombasa	78	9.0
Garissa	21	2.4
JKIA	196	22.5
MIA	69	7.9
Total	870	100

3.4 Sampling Procedure

This section defines the sample size and describes the formulation of the sample. The section also provides the sampling procedure where the breakdown of the targeted total population and sample population per station are tabulated.

3.4.1 Sample Size

There is no specific single sample-size formula or method available for every research method or statistical procedure. According to Wimmer and Dominick (2006), determination on adequate sample size is one of the most controversial aspects of sampling. With this in mind quality of the sample is therefore always more important in sample selection than the size. This survey therefore has ensured the quality of the sample by including various kinds of staff and by ensuring all critical areas are covered for study.

The sample size was derived using the formula as was provided by Yamane (1967). The simplified formula for proportions provide sample size (n) at 95% confidence level and a desired precision level (e) at $\pm 9\%$ is

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N = Target Population

n = Sample Required

The target population (N) was derived as follows;

$$N = N_1 + N_2 + N_3 + N_4 + N_5 + N_6$$

Where;

N_1 = Population of Nairobi Head office

N_2 = Population of Kisumu

N_3 = Population of Mombasa

N_4 = Population of Garissa

N_5 = Population of JKIA

N_6 = Population of MIA

$$n = \frac{870}{1 + 870(.09)^2}$$

$$n = 108.1148$$

$$n \approx 108 \text{ people}$$

In this case sample population (n) can be distributed as follows;

$$n = n_1 + n_2 + n_3 + n_4 + n_5 + n_6$$

Where: n_i is the sample population for each region or station with representation as below;

n_1 = Nairobi Head office Sample Size

n_2 = Kisumu

n_3 = Mombasa

n_4 = Garissa

n_5 = JKIA

n_6 = MIA

The Sample for each stratum (n_i) is derived by using: $n_i = n \times (\% \text{ of } N_i)$

3.4.2 Procedure

The researcher works with the Ministry of State for Immigration and Registration of Persons and therefore has a prior knowledge regarding the operation of the Department of Immigration. Due to wide area of coverage and the time factor the survey used purposive technique sampling to collect data. However, the selection of sample population was random sampling. According to Goddard and Melville (2007) Random selection is the basic principle used to try to avoid bias in a sample.

Based on Sample Size ($n = 108$), the sample population for each station was calculated proportionately (percentage of station population to total target population) to the target population ($N = 870$). Table 3.2 provides data for Target Population for each region or station (N_i), their proportionate percentage to total Target Population and the proportionate sample population for each region or station derived using the formula below;

$$n_i = \frac{N_i}{N} \times n$$

Table 3.2: Sample Population for Each Stratum

Strata	Target Population (N_i)	Percentage (%) of (N_i) to N	Sample Population (n_i)	Sample Population (n_i) (rounded)
Nairobi Head office	453	52.1	56.234	56
Kisumu	53	6.1	6.579	7
Mombasa	78	9.0	9.683	10
Garissa	21	2.4	2.607	3
JKIA	196	22.5	24.331	24
MIA	69	7.9	8.566	9
Total	870	100	108.000	109

After rounding the stratum calculated population sample the total sample size is 109 members of staff working in the Department of Immigration. The further breakdown on the sample population given by table 3.3, is based on the percentage ratio of the station staffing levels derived using the formula below;

$$n_{ij} = \frac{N_{ij}}{N_i} \times n_i$$

Where; n_{ij} = Proportionate sample population of each section in a region or station

N_{ij} = Total population of each section in a region or station

j = section like Administration, Passport Section, and others

Table 3.3: Distribution of Sample Population as per Region, Station or Section

Stations	Total Population (N_{ij})	Sample Population (n_{ij})	Sample Population (N_{ij}) (rounded)
Nairobi Head Office			
Administration	97	11.99	12
Passport Section	150	18.54	19
Permits and Passes Section	36	4.45	4
Visa Section	17	2.1	2
Aliens Registration Section	28	3.46	3
Citizenship Section	9	1.11	1
Investigations and Prosecution Section	31	3.83	4
Kenyanisation Section	9	1.11	1
Main Registry	30	3.71	4
Indexing	21	2.60	3
Physical Counters	25	3.09	3
Total Headquarters	453		56
Regional Offices			
Kisumu	53	7	7
Mombasa	78	10	10
Garissa	21	3	3
Total	152		20
Airports			
Jomo Kenyatta International Airport	196	24	24
Moi International Airport	69	9	9
Total	265		33
Total Strata	870		109

Table 3.4 provides the proportionate population distribution for Immigration Officers and Support Staff for each region or station in the Department of Immigration.

Table 3.4: Staff Distribution for Target Population and Sample Population

Stations	Total Population		Sample Population	
	Immigration Officers	Support Staff	Immigration Officers	Support Staff
Nairobi Head Office				
Administration	27	70	3	9
Passport Section	101	49	13	6
Permits and Passes Section	16	20	2	2
Visa Section	11	6	1	1
Aliens Registration Section	20	8	2	1
Citizenship Section	5	4	1	0
Investigations and Prosecution Section	28	3	3	1
Kenyanisation Section	8	1	1	0
Main Registry	1	29	0	4
Indexing	2	19	0	3
Physical Counters	17	8	2	1
Total Headquarters	236	217	28	28
Regional Offices				
Kisumu	37	16	5	2
Mombasa	43	35	6	4
Garissa	16	5	2	1
Total	96	56	13	7
Airports				
Jomo Kenyatta International Airport	180	16	22	2
Moi International Airport	61	8	8	1
Total	241	24	30	3
Total Strata	573	297	71	38

3.5 Methods of Data Collection

The research was undertaken through the assistance of some of the Immigration Officers and materials were concentrated mainly on relevant areas based on purposive technique. This ensured more focus on civil service. This was with the understanding that corruption is a wide subject that may require huge funds and time. A review of primary data was done so as to give a clear picture of corruption. The review led to literature review that furnished the study on information on efforts to fight corruption world wide, within the country and within the government agencies.

Through the assistance of immigration personnel, a survey was conducted by use of questionnaires to generate information on issues related to the study area. A careful consideration was made to avoid wrong impression or fear. Observation and review of official immigration documents and regulations was done. A general questionnaire was generated and was utilized during the interview. Items in the questionnaire were more general rather than being individualistic so as to avoid misleading reports.

3.6 Validity

The researcher conducted a pre-test survey of the questionnaire to determine whether the instrument will be appropriate, useful and meaningful in order to ensure the validity.

3.7 Reliability

A pre-test was also aimed at determining the consistency of answers in order to ensure the reliability of the instrument. A pre-test was conducted at Wilson Airport and Nyayo house so as to ensure enhanced reliability of the data collection instruments.

3.8 Operational Definition of Variables

Table 3.5: Operational Definition of Variables

Objectives	Variables	Indicators	Measurement	Measure of Scale	Study Design	Tools of Analysis
To investigate influence of organizational culture towards staff engagement in corruption in the public service of Kenya	Organizational culture	Set up	Influence corruption	Ordinal Nominal	Descriptive	Mode/ mean
		Structures	Conducive for quick service			
		Processes	Influence			
		Reporting	Readiness to report and safety			
		Reporting facilities	Availability and effectiveness			
		Previous workers	Practice			
To establish the influence of level of automation in staff engagement in corruption in the public service of Kenya	Level of Automation	System	Automation	Ordinal Nominal	Descriptive	Mode/ mean
		Reduction of corruption	Change (magnitude)			
		System design	Intention to eradicate corruption			
		Restrictions	Controls			
		Communication	Inter-connectivity			
		Information	Improved government – citizens relationship			
		Processing time	Meet deadlines			
		Brokers	Eliminated brokers			
To investigate influence of legal	Legal Framework	Policies	Adequacy of legal documents	Ordinal Nominal	Descriptive	Mode/ mean
		Transparency	Increased accountability			

Objectives	Variables	Indicators	Measurement	Measure of Scale	Study Design	Tools of Analysis
framework towards staff engagement in corruption in the public service of Kenya		Discretionally powers	Usefulness and clarity			
		Rules, requirements and procedures	Clarity to officers			Mode
		Leaders focus	Accountability			
To determine the influence of staff motivation in staff engagement in corruption in the public service of Kenya	Staff motivation	Discrimination	Contribution to corruption	Ordinal Nominal Ratio	Descriptive	Mode/ mean/ Percentage
		Salary	Comparison			
		Top officials	Corrupt free			
To determine whether the public perception influence staff engagement in corruption in the public service of Kenya	Public perception Staff Perception	Contribution to corruption	Reaction to perception	Ordinal Nominal Ratio	Descriptive	Mode/ mean/ Percentage
		Approach	Assistance, urgency of document, information			
		Amount	Range of amount paid			
		Public offer	Approach, willingness			
		Payment	Type of payment			
		List of problems associated with slow processes	Identified problems			
		Service Rating	Payments			
Brokers	Category of person likely to be brokers					

3.9 Methods of Data Analysis

Data was cleansed before the analysis and therefore any ambiguous answer was left out. Both descriptive qualitative and descriptive quantitative methods were used to analyze the data. The analysis made use of frequency distribution tables, pie charts, graphs and computer programmes like Statistical Package for Social Sciences (SPSS). Measures of central tendency were used.

3.10 Summary

This chapter provided the research design which was survey design. It also provides the target population identified as 870 members of staff from Department of Immigration and a sample of 108 people that was derived using the formula as was provided by Yamane (1967). The sampling procedure outlined how the sample was distributed in the stratified areas. The chapter also has described the methods of data collection which used questionnaires, the validity and reliability was discussed and a detailed operational definition of variables was developed. Finally, the methods of data analysis that made use of measures of central tendency were described.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides information on the demographic characteristics of the interviewed respondents, the names of the stations/sections, rank, duration of service in the station and in the department. In addition, main activities carried out in the stations, measures by the department to fight corruption, problems faced and the occurrence of corruption in the department are discussed. These respondents background information may influence respondent's knowledge and opinions on corruption issues. This section also analyses information on the factors that influences employee's engagement in corruption that include: organizational culture, level of automation, motivation, legal framework and public perception.

4.2 Characteristics of the Respondents

The respondents were drawn from the Department of Immigration of Kenya. The department is one of the departments under the Ministry of State for Immigration and Registration of Persons. Other departments are the National Registration Bureau, Civil Registration Department, Department of Refugees Affairs and the Department of Integrated Population Registration Systems. All these departments fall under the ministerial administration headed by a Minister and a Permanent Secretary. The department headquarters has ten (10) sections as indicated by Table 3.3. A total of one hundred and nine (109) questionnaires were disseminated to target population through random sampling out of which seventy two (72) respondents were responsive for this study, however two (2) of them did not indicate the station. The sample composition in terms of their designations of the respondents was Immigration Officers (67.1%) and Support Staff officers (32.9%). The study sought to know the working experience of the respondents in the Department of Immigration and also in which sections they work. Tables 4.1 and 4.2 give the results.

Table 4. 1: Respondents Characteristics

Characteristics	Frequency	Percent
Rank of the respondent		
Immigration Officer	47	67.1
Support Staff	23	32.9
Time served in the current station		
Less than 1 year	10	14.1
1 year to less than 2 years	19	26.8
2 years to less than 3 years	22	31.0
Above 3 years	20	28.2
Time served in the Department		
Less than 1 year	3	4.3
1 year to less than 5 years	34	49.3
5 years to less than 10 years	15	21.7
10 years to less than 15 years	6	8.7
Above 15 years	11	15.9

When respondents were asked for how long they have served in their current station, the study results indicate that over half (59.2 %) of officers had served in their current station for more than two (2) years. Of these, 28.2% of the officers have been working in their current station more than three (3) years. However, when asked how long they have served in the Department of Immigration 53.6% reported to have served for not more than five (5) years while 46.4% have served for over five (5) years. Of these, 15.9% have served in the department for over fifteen (15) years.

Table 4. 2: Name of Station or Section Representation, Percentage

Stations/Section	Frequency	Percent
Passport	17	24.3
Work permit	4	5.7
Visa	2	2.9
Citizenship	1	1.4
Investigation	3	4.3
Aliens	4	5.7
Administration offices	10	14.3
JKIA	3	4.3
MIA	5	7.1
Mombasa regional office	8	11.4
Kisumu regional office	7	10.0
Kenyanization	1	1.4
Registry	3	4.3
Indexing	2	2.9
Total	70	100.0

The respondents were also sampled from various sections within the department. Most of the respondents were from passport section (24.3%), followed by administration section (14.3%), and Mombasa Regional office (11.4%). Other sections include Kisumu Regional office, Moi International Airport (MIA), Jomo Kenyatta International Airport (JKIA) among others as shown in Table 4.2.

The study also sought to find out the main activities carried out in various stations. The stations are involved with a wide range of activities. When respondents were asked about the activities they undertake the results were as given by Table 4.3.

Table 4. 3: Station/Sectional Activities

Activities	Percent
Passport processing	15
Kenyanisation	0.9
File management	6.5
Profiling passengers	6.5
Visa issuance	10.3
Passport issuance	18.7
Issuance of temporary passport	7.5
Extension of visas permit	8.4
Scanning	8.4
Coordination	6.5
Investigation and prosecution	3.7
Citizenship processing	1.9
Movement of application	1.9
Public relations or ICT	5.6
Receive applications	3.7
Alien registration	0.9
Total	100.0

Most of the respondents (18.1%) indicated that they are involved in passport issuance followed by passport processing (15%) and in third position is visa issuance (10.3%). This implies that 33.1% of the respondents are involved with passports. Other activities undertaken in the stations are as shown in Table 4.3. It was observed that with all the listed activities, the department is known for Passports and Visas.

4.3 Awareness of Measures to fight corruption

The respondents were asked if they were aware of any actions (measures) the Department of Immigration has undertaken in the last five (5) years to fight corruption. In order to find the awareness of the respondents on the measures and their relevance the actions were not listed but instead the respondents were requested to list the one they are aware of. Table 4.4 indicate the results of the study.

Table 4. 4: Anti-corruption Measures Undertaken in the last 5 Years

Measures	Percent
Training	7.5
Sensitization seminars/meetings	15.1
Anti-corruption committees	9.4
Integrity testing/officers	5.7
Service charters	10.7
Disciplinary action	2.8
Public awareness of immigration requirements	5.7
Visa stickers	2.8
Staff uniform	2.8
Advertisement on billboards/bulletins	1.9
Timely promotion	0.9
Computerization of departments	22.6
Reduced application stages	3.8
Elimination of brokers	1.9
Employment of more staff	1.9
Extended working hours	2.8
Arrest corrupt officers	2.8
Opening of more stations	0.9
Timely service provision	0.9
Suggestion boxes	0.91
Total	100.0

Overall an overwhelming majority (81.2%) of the respondents were aware of some of measures to fight corruption whereas 18.8% were not aware. This significant awareness level may be attributed to success of awareness campaigns in the department. In addition, this high awareness level may enhance the current reported decline in corruption in the Transparency International reports. When the respondents who were aware of anti-corruption measures were asked to mention these measures 22.6% mentioned

computerization of the department, followed by sensitization seminars on corruption 15.1%, service charters 10.7%. Other examples of measures include formation of anti-corruption committees 9.4%, trainings 7.5%, public awareness of immigration requirements 5.7% and integrity officers 5.7% among others shown in Table 4.4. The low awareness percentages in various measures undertaken by the department may explain why corruption is persistent in public service of Kenya. This may imply that many activities or action taken by the ministries to fight corruption may not serve the intended purpose as the members of staff might not be aware that they are for that purpose or might not be prominent enough.

The respondents were further asked if there are other measures the department can put in place to fight corruption. Majority (80.7%) of the respondents confirmed that there are other measures while 18.3% said no. Other anti-corruption measures that the Department of Immigration can put in place were cited by respondents as better pay 43.6%, provide incentives for employees (12.7%), review systems (12.7%), improve supervision (9.1%), decongest service area (7.3%), employ more staff (5.5%), open additional immigration offices (3.6%) and 24 hours operation services (1.8%).

4.3.1 Major Problems faced by the Department of Immigration

The study was interested in finding out the main problems that face the Department of Immigration which contribute to corruption. Table 4.5 below indicates the problems faced by the Department of Immigration as cited by respondents.

Table 4. 5: Major Problems Facing the Department, Percentage

Problems	Percent
Large volume of applications	35.8
Lack of own building	17.9
Corruption	17.9
Brokers	11.9
Congestion in areas of service delivery	9.0
Oppressive administration	7.5
Total	100.0

This study reveals that large volume of applications remains the biggest problem to the Department of Immigration as cited by 35.5% of the respondents. The problem is followed by corruption 17.9% and lack of own building which were cited by 17.9%. The least problems cited by respondents include oppressive administration (7.5%) followed by congestion in service area (9.0%).

In assessing the department performance in tackling the problems, 66.2% of respondents expressed confidence in what the department is doing to address the problems while 33.8% stated that the problems were not handled well. Most of the respondents (18.4%) who perceived the department to be doing well in addressing the problems explained that the department has decongested the offices, automated its services (10.5%), introduced the shift system to offer services (10.5%), elimination of unnecessary requirements (7.9%), employed additional staff (7.9%), cater for staff needs (7.9%), establishment of corruption committees (5.3%), introduction of Cross Circuit Television (CCTV) cameras (5.3%). Other ways by which the department addresses the problems include interdiction and other disciplinary measures against corrupt offices, public awareness, and the requirement that the applicants appear in person and through opening new offices. However, respondents who stated that the department has not done enough to address its problems attributed this to the following reasons: poor information management (25.0%), lack of proper focus (16.7%), presence of brokers (16.7%), empty talks (16.7%), favouritism and discrimination (8.3%), complaints not being addressed (8.3%) some senior officers are involved in corruption (8.3%) and that the complaints raised are not addressed (8.3%). These are pertinent issues that the department need to urgently address having in mind that 33.8% not satisfied with what the department is doing to fight corruption is significant.

4.3.2 Prevalence of Corruption in the Department

The study sought to know the level of awareness of the staff about the corruption in the department. The percentage on the agreement or disagreement as to whether corruption is rampant in the department is given by Table 4.6.

Table 4. 6: Responses on Prevalence of Corruption, Percentage

Responses on whether the department is corruption or not	Percent
Corruption is common (Yes)	46.3
Corruption is not common (Not)	41.8
Don't know	11.9
Total	100.0

When the respondents were asked about how common corruption was in the department, the respondents were sharply divided on the issues with 46.3% indicating that corruption was common while 41.8% said not common. However, 11.9% of the respondents said they do not know how common corruption is in the Department of Immigration. If we can assume that the 11.9% shied to report the department was corrupt, then we can say that 53.7% perceive it to be corrupt.

Analysis of the Department of Immigration initiatives in reducing corruption revealed that there has been improvement in reducing corruption as indicated by majority (84.8%) of the respondents, 4.8% said no and 10.6% don't know. This clearly indicates that there is no doubt the department is improving in fighting corruption.

The study sought to establish information on section perceived by respondents as the most improved in fighting corruption. In order to avoid bias, the researcher requested for two most improved sections. The respondents rated the sections as indicated in Table 4.7.

Table 4. 7: Most Improved Section, Percentage

Sections	Percent
Passport	50
Work permits	9.4
Visa	6.6
Citizenship	1.9
Investigation	1.9
Aliens	9.4
Border offices	1.9
Airports/ports	14.2
Immigration administration	4.7
Total	100.0

Respondents rated the performance of the departmental sections with 50.0% indicated that passport section is the most improved followed by ports of entry that includes airports, sea ports and border control points (14.2%). On the other hand, citizenship and investigations sections are perceived to have realized least improvement. This could be attributed to the low stakeholders engagements, existing policies and lack of enterprise systems. An observation revealed that senior officers had started to take control of the queues and idlers in the passport section of Nyayo house. Other actions include use of tents, working over lunch hours and having controlled areas. However, it was also observed that many officers meet customers outside the offices and also out of the Nyayo house compound where it was guessed that shoddy deals were going on.

4.4 Factors that Influence Employees to Engage in Corruption

The researcher indentified five (5) variables to study as factors that engage staff to corruption. These variables are the organizational culture, level of automation, legal frameworks, motivation and public perception.

4.4.1 Organizational Culture

To understand the organizational culture (behaviour, beliefs and attitude) under which the staff of the Department of Immigration operates. Tables 4.8 and 4.9 summarize the respondent's responses on various organizational cultures (behaviour, beliefs and attitudes) on dimensions of corruption and level of awareness on procedures.

Table 4. 8: Responses on Organization Culture about Corruption, Percentage

Responses about corruption	Yes	No
Does closed office set up influence corruption	44.9	55.1
Aware of any written processes and procedures to be followed	50.0	50.0
Would fellow staff report corruption	51.6	48.4
Officers who worked in the department before set culture of corruption	48.5	25.0

The respondents were asked to indicate if they understood the culture the staff operates, 79.4% said yes while 20.6% said no. The respondents were further asked to indicate their level of agreement with certain implication and impacts on corruption. Half of the

respondents (50.0%) agreed that they are aware of any written processes and procedures to be followed in their sections, 51.6% believe that fellow staff would report corruption, 44.9% of respondents indicated that closed door office set up influence corruption and 48.5% indicate that officers who worked in the department before did set a culture of corruption. Those who mentioned that past officers set a culture of corruption pointed out that the corruption habit was inherited from past/older officers (40.4%), corruption has been ongoing in the department (17.0%). However, others felt otherwise by 21.3% saying that corruption is an individual issue while further 21.3% feel that corruption has resulted from lack of effective systems to address the problems. This indicates a relative culture of the administrative of allowing freestyle of behaviour.

Table 4. 9: Title of the Procedures Document

Title	Percent
Service charter	28
Record management procedure manual	4
Border manual handbook	20
Immigration Act/visa Act	12
Standard operating procedures manual	8
Strategic plan	4
Procedure for passport issuance	8
Issuance of entry permits	4
Aliens Restriction Act	4
ICT policy	4
Human resource planning	4
Total	100

The respondents who were aware of any written processes that are followed by their sections were further asked to state the title of the procedure document and they mentioned service charter (28.0%) Border Manual Handbook (20.0%) and Immigration Act/Visa Act (12.0%). Other titles of procedure documents mentioned by the officers are illustrated in Table 4.9. However when asked about the speed of the processes from start to the end, 67.3% indicated that the processes are quick, slow (30.8%) and moderate (1.9%).

After checking on the mentioned documents the researcher did the following observations: that the Service Charters, The Immigration Acts Cap 371 and Visa Regulations issued by Minster under Immigration Act, Strategic Plan, and The Aliens Restriction Act Cap 173 did not give explicit or did not give at all any procedure to be followed. If anything, some of these Acts and others that were read have loopholes for Immigration Officers to be corrupt. For example the Immigration Act Cap 371 laws of Kenya article 26 (1) say Any person who desires to enter or remain in Kenya for a limited period for the purpose of conducting an appeal under regulation 12, or for applying for an entry permit or pass, or for any other purpose which an immigration officer considers suitable, may make application to an immigration officer, in Form 10 in the First Schedule or in such other form as an immigration officer may require, for a special pass. Further, the low percentage of those who could name any procedure or regulation in the department indicates low use or importance of the documents. This may be concluded that the officers use other cultures already set by other officers.

The study was also interested in the manner applicants are received and its influence towards corruption. Table 4.10 summarizes the respondents report.

Table 4. 10: Other organization culture factors that influence corruption, Percentage

Departmental Behaviours	Totally Agree	Agree	Disagree	Totally Disagree	Not sure
Junior officers receiving applications	12.7	26.8	28.2	25.4	7.0
Processing documents in isolated buildings	6.0	10.4	43.3	28.4	11.9
Transfer of officers	8.7	23.2	27.5	26.1	14.5

When asked which rank of officers would be most suitable to serve applicants/customers when receiving applications 27.4% said any Immigration Officer. Other ranks include Public Relations Officers (33.9%), Senior Immigration Officers and above (24.2%), Immigration Officer I or II and Senior Immigration Officer (6.5%), middle management officers (4.8%) and Chief Immigration Officers (3.2%).

Over half of the respondents (53.6%) not only disagreed that receiving of application by junior officers from customers but also (71.7%) feel that separating of processing documents to an isolated building away from where applications and collection of documents are done can not reduce corruption. Respondents who disagreed that reception of customers application by junior officers does not reduce corruption gave the following reasons: officers rank does not matter, corruption and receiving applications are not related, corruption is as a result of low pay, corruption does not occur at the counters, and it is the application processing process that influence corrupt practices.

When asked if transferring officers can reduce corrupt practices in an organization, 53.6% of respondents disagreed, of these 26.1% totally disagreed with this statement. The respondents further gave the following responses in support of their perception that transferring officers can not result in reduction of corruption: transfer means transferring problem (23.2%), corruption is individuals attitude (17.9%), once an officer is corrupt transfer is not a solution (10.7%) and that the officer once transferred will adopt the culture of the new station (7.1%) meaning that the officers if not corrupt will immediately become corrupt once transferred in an area with open opportunities. However, some respondents explained that transferring officers break their bonds with brokers (26.8%) and 5.4% said that there is need to identify root causes of corruption other than transferring officers.

4.4.2 Level of Automation

While complete eradication of corruption is difficult to achieve, researchers indicated that much can be done in decreasing its prevalence. Putting in place systemic hurdles may prevent public employees from abusing their powers for private gain. In tandem with limiting opportunity, the perceived risks of detection may further reduce prevalence. The provision of information and public services by electronic means through integrated systems has proven to be valuable in putting in place systemic hurdles, and increase the risk of detection. The study sought to find out the influence of automation of Department

of Immigration processes on corruption. The study results in Table 4.11 show how automation of the department influences corruption.

Table 4. 11: Responses about Level of Automation, Percentage

Responses about level of automation	Yes	No
Are processing systems computerized	81.7	18.3
Computerization of process designed to fight corruption	50.7	49.3
Computer system that allow applications to jump queues	40.6	49.3
Would you recommend on improvement of the system	83.1	16.9
Section/station electronically connected to other stations	33.8	60.3
Aware of SMS service 2032	75.0	25.0
Does SMS 2032 service improve government-citizens relations	82.7	17.3
Computer systems assist in meeting set deadlines	66.2	20.0
Does the system assist in elimination of brokers	59.7	40.3

The study examined whether sections/stations processing systems are computerized, majority (81.7%) of respondents said yes while 18.3% said no. An observation indicated that the Aliens section in Nyayo house was not automated while some of other sections were semi-automated. The study further asked the respondents to explain how computerization influences corruption in their stations, 50% indicated that computerization has greatly reduced corruption while 40.9% felt that automation moderately reduced corruption. However, 9.1% indicated that it did not reduce corruption. When asked to explain their views on how computerization influences corruption most of the respondents (33.8%) stated that it has made tracing of files easy, improved processing time (18.5%), introduced accountability (18.5%) and records cannot be tampered with (10.8%). Close examination revealed that before the automation of the processes, files used to be lost while others were misfiled. Members of public used to bring photos some of which were of poor quality while others used to get lost in the process prompting for requesting new ones. Others stated that corruption is not related to automation, their stations/sections not computerized, it slowed processes and that automation has not identified the root causes of corruption. When asked if computerization of process was designed with fighting corruption in mind, whereas 50.7% agreed with it, 49.3% disagreed. The respondents further explained that it reduced over reliance on brokers by customers, increased accountability, it improved the

processes and that it resulted in easier reference. However some respondents said that computerization was not designed to fight corruption but used for other purposes, it failed to improve efficiency and that the system is prone to abuse.

Of the respondents, 58% were silent when asked whether they were aware of the SMS service 2032. However, most of those who responded agreed they are not only aware of the SMS service 2032 (75.0%) but the SMS service does improve government citizens relations (82.7%). The non-respondent by 58% indicates the low profile accorded to the system or the inefficiency of the system. On the issue of whether computer system that allows applications to easily jump queues encourage corruption, the respondents were sharply divided whereas 40.6% said yes, 49.3% said no. To be precise 37.9% said yes, 48.35% said no while 10.3% said don't know. However, majority (83.1%) of the respondents agreed that they would recommend the improvement of the system. Some of the recommendations to improve the system that were cited by the respondents include: upgrading the system to speed up the process, have system that will monitor individual work, full integration of the system and improving the security of system. When asked if the system assist in elimination of brokers 59.7% said yes and 40.3% said no. Two-thirds (66.2%) indicated that computer systems assist in meeting set deadlines, 20% said it does not while 13.8% don't know.

The study sought to find out what the staff thought about application of passport and time lines. Table 4.12 demonstrates the report by respondents.

Table 4.12: Period Required for Passport Application before Travelling Date, Percentage

Duration	Percent	Accumulative Percent
One day	0.8	0.8
One Week	7.1	7.9
Two Weeks	31.8	39.7
Three Weeks	28.6	68.3
One Month	69.8	98.4
Forty five days	0.8	100

When asked about the reasonable days required for passport application before travelling date, majority of the respondents (98.4%) indicated not more than 30 days. Of these 68.3% of the respondents indicated not more than twenty one (21) days before the date of travel, 39.7% gave fourteen (14) days and 7.9% gave seven (7) days as demonstrated in Table 4.12. Out of the respondents 19% felt that the current ten (10) days processing time was adequate. The average days for a passport applicant to present application before travelling day was 19.87 days which when rounded up is 20 days. Only 1.6 % of respondent cited either one (1) day or forty five (45) days. When asked if sections/stations are electronically connected to other stations one-third (33.8%) of the respondents said yes, slightly less than two-third (60.3%) said no, however, 5.9% said they don't know. Assessing the impact of automation on transparency in service delivery, overwhelming majority (88.1%) of respondents indicated that it increased transparency, automation makes no difference (10.4%) and that it decreased transparency (1.5%).

4.4.3 Legal Framework

The Department of Immigration is governed by various laws and regulations, however most of these regulations are outdated and do not cater for most of emerging issues. Laws and regulations that were developed in between 1960 to 1990s did not concentrate on corruption as per say. The research was interested in ascertaining the influence of legal framework in the department. Table 4.13 summarizes report by respondents about legal framework in the department.

Table 4. 13: Responses about Legal Framework, Percentage

Responses	Yes	No
Aware of the legal documents/policies in Department	71.9	28.1
Are these legal instruments adequate to stop corruption	53.2	46.8
Are you conversant with discretionary powers	83.3	16.7
Are discretionary powers used well	56.8	34.1
Are there step by step operation/procedure manuals	68.8	31.3
Are they time based step by step procedures	60.5	39.5
Are regulation procedures in section clear	69.8	30.2
Do regulations hold section leaders accountable for corruption	56.1	43.9

The study findings revealed that majority of the respondents were aware of the legal documents/policies in department (71.9%) while 28.1% are not aware. The 28.1% may be a reveal of how less importance the legislations are becoming. However, when asked if these legal documents are adequate to stop corruption slightly more than half (53.2%) said yes while 46.8% said no. The respondents who indicated that the existing legal documents are not adequate to stop corruption gave the following reasons: legal documents not adequately used (40.0%), the legal documents are outdated (16.7%), the legal documents do not fully address factors that influence corruption (13.3%), and the documents instil fear in officers (10.0%). Others said that the implementation of the rules are discriminately used (6.7%), corruption require change of attitude (6.7%) and legal documents do not address the needs of the staff (6.7%) as shown in Table 4.14.

Table 4. 14: Reasons why Legal Document not Adequate to Stop Corruption

Limitations in Legal Documents Implementation	Percent
Discriminately used	6.7
Do not address staff needs	6.7
Wrong attitude (Corruption requires attitude change)	6.7
Instil fear in officers	10.0
Do not address corruption factors	13.3
Out dated	6.7
Not adequately used	10.0
Total	100

The study also sought to establish whether immigration officers were conversant with discretionary powers and if such powers were used well. Majority of immigration officers (83.3%) confirmed that they are conversant with discretionary powers. The survey indicated that, 56.8% immigration officers respondents pointed out that discretionary powers are used well. However, a significant percent (34.1%) indicated that the powers are not well used. Most of the respondents not only agreed that there are step by step operation/procedure manual (68.8%) but they also have time based step by step procedure manuals (60.5%) and that regulation procedures in their sections are clear (69.8%). Most of the respondents who sited step by step procedures were from airports and aliens section. The respondents explained that regulation procedures in their sections are clear because they are known though some mentioned that the procedures are not

written (34.9%), known but never followed (16.3%), they are elaborate on what need to be done (14.0%), well outlined (report by airport passenger clearance) (11.6%). Other reasons include: no clear authority (4.7%) and legal documents are clear but conflict with other legal documents. However, when further probed whether regulations hold section leaders accountable for corruption, 56.1% stated yes and 43.9% said no.

4.4.4 Motivation

Motivation is considered by many writers as one of the ways to fight corruption. Over a long time members of public have referred the Department of Immigration as one of the best place to work. The workers of the department are considered as some of the satisfied employees. The motivation level was tested and was also compared to some of the well paid persons in the country. Table 4.15 summarizes the comparison and the influence.

Table 4. 15: Responses about Motivation, Percentage

Responses	Yes	No
Level of amount of salary received contribute to corruption	86.8	13.2
Are Ministers and Permanent Secretaries well paid	95.5	4.5
Are there Ministers and Permanent Secretaries that are corrupt	91.8	8.2
Does corruption in our leaders influence others to corruption	95.2	4.8

Majority of respondents not only agreed that the level of amount of salary received contribute to corruption (86.8%) but also that Ministers and Permanent Secretaries in Kenya Government are well paid (95.5%) but some are equally corrupt. 91.8% of respondents pointed out that there are Ministers and Permanent Secretaries who are corrupt. When asked if corruption in our leaders influence others to corruption whereas 95.2% agreed with it, 4.8% disagreed as demonstrated in Table 4.15. This scenario is an indication that increase of salaries alone is not adequate to fight corruption however much it is. Motivation therefore needs to go with other measures. The respondents were further asked if there are other demoralizing issues that contribute to corruption in the department. Most of the respondents cited poor remuneration (29.7%) followed by discrimination (13.2%) and low motivation (11.0%). Other demoralizing issues that contribute corruption are presented in Table 4.16.

Table 4. 16: Other demoralizing issues that contribute to corruption, Percentage

Demoralizing factors	Percent
Low motivation/recognition	11
Poor remuneration/pay	29.7
Discrimination/tribalism/nepotism	13.2
Improve work condition/environment	8.8
Provide resources/facilities/houses/vehicles	8.8
Unfair transfers/deployment	8.3
Lack of promotion	9.9
Unskilled human resources/lack of advance training	3.3
Clients urgency when seeking services	2.2
Political influences	1.1
Bad management/poor supervision	2.2
Peer pressure	1.1
Bureaucratic procedures	1.1
Under staffing	1.1
Big workload	2.2
Total	100

The study results indicated that corruption remains a major issue of concern within the Department of Immigration. Addressing corruption in the department will require a multifaceted approach including enhancing accountability and transparency, empowerment of officers, education among others. Table 4.17 provide the required actions necessary to reduce corruption in the department as cited by respondents.

Table 4. 17: Requirements towards Motivating Officers, Percentage

Staff motivation factors	Percent
Improve tools/resources/facilities/house /vehicles	7.6
Eliminate discrimination	1.7
Increase salaries	47.5
Motivate staff	7.6
Good working condition/environment	11.9
Promotion based on experience not education	6.8
Training/seminars	6.8
Employ more staff	0.8
Improve medial allowance	5.9
Equal pay for equal qualification/job	1.7
Department be made semi-autonomous	0.8
Protected whistleblowers	0.8
Total	100

The study findings show that 47.5% of the respondents cited increase in employee's salaries as one of the very effective measures in combating corruption. Other measures are: - good working environment (19.5%), motivation of staff (7.6%), trainings and seminars (6.8%) and promotion based on experience but not education (6.8%) among others as shown in Table 4.17. The respondents feel that the whistleblowers are not effectively protected. Similarly, the respondents do not believe that making the department a semi-autonomous service as effective measure in combating corruption. After the analysis of the data, it came out clear that the staff of the Department of Immigration is not well motivated while corruption is rife. The outer motivation noticed by the members of the public therefore may be out of the corruption proceeds.

4.4.5 Public Perception Influence to Staff

For years, the Department of Immigration has been perceived as one of the highly corrupt government agent. The study sought the perception of the staff and how the public perception influenced the attitude and operation of the staff. Some of the writers indicated that corruption could sometimes be derived from the customer side to the perception. The study sought to find out the influence of public perception towards staff engagement in corruption. Table 4.18 indicate the response of the staff towards the rating of the department by Transparency International.

Table 4. 18: Approval of Transparency International Rating on Corruption, Percentage

Opinion of the Respondent	Percent
Totally agree with them	13.8
Agree with them	23.2
Disagree with them	49.2
Totally disagree with them	13.8
Total	100

About two-third (63.0%) of the respondents covered in the study disagreed with Transparency International rating of the Department of Immigration as number four (4) most corrupt department in 2007 and 2008 and number twenty five (25) most corrupt department in East Africa in 2009. Of these, those who totally disagreed with the rating were 13.8% and those who just disagreed were 49.2%. Slightly, over one-third (36.9%)

agreed with the ratings of Transparency International. When asked if the respondent has been approached by anyone for assistance to obtain any document or services offered by the department within the last two months prior to the study, most of the respondents (68.7%) intimated having been approached. The study also sought to determine reasons that compelled people to seek assistance for the services offered, 38.3% indicated urgent applications, 29.8% said need for faster processing while lack of information was 12.8%. Other reasons include officers known to the applicant (6.4%), lack of proper documentation (4.3%), because of travelling costs from home or place of work (4.3%) and perception that the process is slow or one cannot get it without assistance (4.3%).

When asked the frequency of those who sought assistance from them, the respondents revealed a shocking status. Those who reported the assistance on hourly basis gave a range of one (1) to eighteen (18) persons per hour. The survey indicated that on daily basis the assistance ranges between one (1) to thirty (30) persons while the weekly one ranged between one (1) to five (5) persons. When asked whether the person(s) that approached officers offer to give any form of reward (pay)? Over half of the respondents (57.9%) said yes while 42.1% denied. The study further sought to determine the kinds of offer or names given to the offer, Table 4.19 provide the report.

Table 4. 19: Name Used for Bribe

Name for bribe	Percent
Appreciation	18.4
Chai (tea)/soda/lunch/airtime/fuel	30.6
Token	18.4
To say thank you	2
Ya kazi/nitakufurahisha	8.2
Investment	2
Facilitation/motivation	6.1
Reward	4.1
Gift	10.2
Total	100

When asked about the kind of offer most people who approached officers gave or were ready to give as reward/pay for the sought services, majority 86.7% of the respondents cited money followed by gifts. Other forms include thanks and jobs to officer's relatives. The study results show that most of the respondents (30.6%) would call the offer Chai

(tea)/soda/lunch/airtime/fuel, appreciation (18.4%) and token (18.4%). 'Ya kazi' and 'nitakufurahisha' are Kiswahili words meaning 'for job done' and 'I will make you happy' respectively. Other names given to the offer are as shown in Table 4.19. The study further sought to establish the amount that most of the customers that approached the officers for assistance were ready to give. The study results revealed that the size of bribe varies from person to person. Table 4.20 summarizes the amount of bribe the customers were ready to give.

Table 4. 20: Amount Offered by Most Customers for Assistance, Percentage

Amount(Kshs)	Percent
Kshs 100 - Kshs 200	17.9
Kshs 300 - Kshs 500	15.4
Kshs 600 - Kshs 1,000	20.5
Kshs 1,100 - Kshs 2,000	28.2
Kshs 2,100 - Kshs 5,000	12.8
Above Kshs 5,000	2.6

Most of the customers (28.2%) were ready to give bribe ranging between Kshs 1,100 to Kshs 2,000. Over half (53.8%) are ready to give bribes that ranged between Kshs. 100 to Kshs 1,000. However, only 2.6% were ready to offer bribe over Kshs 5,000. An observation indicated that the quoted figures were relating to passport applicants. However, when it comes to issues like work permits and conferment of citizenship the offer ranges from Kshs 10,000 to Kshs 500,000. This implies that even though the greatest percent falls under Kshs 100 to Kshs 1,000 the 2.6% may be involved in large sums of money. The study also found out the respondents opinion in relation to which service customer is likely to pay the highest bribe, 76.9% citizenship while 23.1% indicated work permits.

The study sought to determine the reasons that make customers to approach officers and be ready to offer bribe. Table 4.21 presents reasons for giving bribe.

Table 4. 21: Main Reasons for Offering Bribes, Percentage

Reasons for Bribes	Percent
Urgency of the document	69.5
Without bribe one can't be served in time	22.2
Others	8.3
Total	100.0

The respondents, 69.5% indicated urgency of the document as the main reason for offering bribe followed by the perception that without assistance one cannot be served in time (22.2%). Other reasons include lack of information, document take long to be processed, and importance of the document/service.

When the respondents were also asked how the public perception that immigration staff are corrupt affect them. Table 4.22 depicts how the respondents are affected by the public perception.

Table 4. 22: The Effects of Public Perception that staff are corrupt, Percentage

Bribe Types	Percent
Negatively	24.0
Discouraging	32.0
Does not want to be associated with immigration	18.0
Does not affect in any way	20.0
Relatives demand money	6.0
Total	100.0

The results revealed that it affect them negatively (24.0%), don't want to be associated with Department of Immigration (18.0%), it makes their relatives to demand money from them (6.0%). However, 20.0% indicated that public perception that they are corrupt do not affect them in any way.

When asked how ready they are to tell members of the public that they work for the Department of Immigration. Most of the respondents (62.7%) expressed their willingness to inform any member of the public anytime that they work for the department. However, 32.8% indicated that they are cautious while 4.5% indicated that they are not ready at all to inform members of the public that they work for the Department of Immigration. Further, when asked about what the public think about the department on corruption

basis, Over half (51.9%) said that the public positively view the department as changing (corruption is on the downward trend) while 38.5% still perceive corruption to be high in the department. Other views include that corruption in the department need urgent attention (5.8%), immigration officers are rich (1.9%), and no opinion (1.9%).

The study also sought to establish the respondent's opinion on which type of corruption the Department of Immigration is associated with. Table 4.23 summarizes the rating of the forms of corruption in the department.

Table 4. 23: Most Common Types of Corruption in the Department, Percentage

Bribe Types	Percent
Bribery	75.0
Misuse of public power	6.7
Undue influence	3.3
Deny people their basic needs and rights	1.7
Embezzlement	1.7
Misappropriation	3.3
Favouritism/patronage/nepotism/clientelism	8.3
Total	100.0

Three-quarter (75.0%) of the respondents cited bribery (giving of receiving money so as to gain self interest) as the most common type of corruption while the least rated was embezzlement and denying people their basic needs and rights as indicated. The study further sought to identify the category of persons that act as brokers in the Department of Immigration. The study findings in Table 4.24 show that the most common category of brokers is retired immigration officers and immigration staff (39.6%).

Table 4. 24: Most Common Brokers in the Department, Percentage

Brokers	Percent
Retired immigration officers/staff	39.6
Members of Parliament	9.4
Public servant from other ministries	5.7
Relatives/friends to top officials	5.7
Sacked members of staff	3.8
Unemployed youth	9.4
Other general members of public	17.0
Opinion leaders	1.9
Agents	1.9
Imams/sheikhs	1.9
Somalis	1.9
Fellow staff	1.9
Total	100.0

Other categories of brokers include unemployed youth, members of parliament, public servants from other ministries, and relatives and friends of top department/government officials among others. Other general members of public rated 17%. These members are the uncategorized members of public who have chosen brokerage as their daily work and who report in immigration offices like members of staff. The report indicates that brokerage in the department is rife and involve both very influential persons and non-influential. It is a situation that may require special attention by the Ministry.

4.5 Summary of the Chapter

In the chapter, data was analysed by use of SPSS software while tables, graphs and charts were used. The analysed data was from various stations that included Nyayo house station in Nairobi, Jomo Kenyatta International Airport, Mombasa and Kisumu Regional offices and Moi International Airport. However, it should be noted that Garissa station which had 3 questionnaires was not responsive.

All the objectives were analysed with an impressive response. The study identified various activities that are carried in the department with passport featuring very prominently. The officers indicated to be aware that the department had taken measures to fight corruption however, most of these measures were very little known to them. The officers were able to identify major problems facing the department that led to corruption. The report revealed that 46.3% of the staff agreed that corruption was common in the

department. However, they also agreed that the department had improved with the passport section being the most improved. The organizational culture was analyzed with an indication of inherited culture of corruption and attitude. The department is highly automated though its impact is yet to be fully felt while the officers indicated that the automation is reducing corruption in the department. The chapter revealed that the legal framework is poorly implemented and has little effect on fighting corruption. The analysis indicates that the officers are not well motivated and as such corruption is rampant.

The analysis of public perception influence to staff came up clearly to be one of the major reasons as to why corruption is common in the department. The common form of corruption was identified as bribery where mainly money exchanges hands.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the main findings, discussions and recommendations of the study. Conclusions are drawn from the study in line with study objectives. The recommendations are based on the conclusions drawn from the study. The study makes policy recommendations and recommendations for further research. The aim of the study was to establish the influence of organizational culture, level of automation and ascertain the influence of legal framework towards staff engagement in corruption in the public service of Kenya. Further it also sought to establish the influence of staff motivation and assess whether the public perception influence staff engagement in corruption. Towards this, the study covered regions and sections that are thought to be prone to corruption and which are believed to represent the entire department services and characters. This included regional offices, headquarter offices, and airports. The study was based on purposive research. The respondents were middle management officers and below who included immigration officers as technical personnel and support staff who include clerks, secretaries, ICT personnel, human resources officers, and other administrative officers.

5.2 Awareness of Measures to fight corruption

The study found out that a significant majority (81.2%) of the respondents are aware that the department, over the last 5 years, had undertaken measures to fight corruption. However, 18.8% were not aware. The departmental measures to fight corruption that were cited by respondents are: computerization of the department (22.6%), sensitization seminars (15.1%), and service charters (10.7%). Other measures cited include: establishment of anti-corruption committees (9.4%), trainings (7.5%), public awareness of immigration requirements (5.7%) and presence of integrity officers (5.7%) among others.

A good number of respondents (35.5%) indicated large volume of applications as the biggest problem to the Department of Immigration. However, 17.9% of the respondents still think that corruption also remain a big problem in the department. It was reported by 66.2% of the respondents that the department is doing well in addressing its problems. On the other hand 33.8% felt that the department has not addressed them well. The respondents indicated that the department has addressed its problems by putting in place the following measures: automation of its services (10.5%), elimination of unnecessary requirements (7.9%), employ additional staff (7.9%), establishment of anti-corruption committees (5.3%) and introduction of CCTV cameras (5.3%) among other measures. The study results revealed a mixed reaction with 46.3% of the respondents indicating that corruption in the department is common while 41.8% feel that corruption is not common. However, 11.9% did not know the level of corruption in the department. Majority (84.8%) of the respondents reported that there has been improvements in reducing corruption in the department. 4.8% disagreed while 10.6% had no idea. Half of the respondents (50.0%) perceived passport section as the most improved section while citizenship and investigations sections realized the least improvement.

5.3 Influence of Organizational Culture towards Staff Engagement in Corruption

Most of the respondents 79.4% indicated that they were aware of the organizational culture. Further, the study finding show that 50.0% of the respondents were aware of written processes and procedures to be followed in their sections, 51.6% indicated that fellow staff would report corruption, 44.9% mentioned that closed door office set up influence corruption while 48.5% perceived officers who worked in the department earlier on to have set a culture of corruption in the department.

A third of the respondents (33.9%) rated public relation officers as the most suitable to serve applicants/customers when receiving applications. However, more than half of the respondents (53.6%) reported that receiving of applications by junior officers, 53.6% transferring of officers and 71.7% processing of applications in different buildings cannot

reduce corruption. They argued that transfers will only transfer problem while recruiting new corrupt candidates. However, 26.8% of the respondents feel that transfers break the bonding between officers and brokers. They sited that the root course of corruption should be identified and be dealt with.

The study therefore associates corruption in the department with bad culture which was set precedence by earlier officers. The study agree with other researchers that culture is more powerful in directing human behaviour as was seen in the Department of Immigration. The positioning of officers seem not to matter in influencing corruption and therefore the management need to be refocused so as to influence change in culture of the department. The change of culture may go hand in hand with the review of policies. The study confirm that the administration ignore culture in fighting of corruption. The culture of fear was reported since many (51.6%) are ready to report corruption but they sought for protection first. While hotlines are known to be effective in fighting corruption it was clear that in the Department of Immigration the facilities is not known by officers and there is not useful. In addition, the complain boxes are never used by either staff or public. The measures though in place therefore are not strong to fight corruption or are not given importance as they deserve.

5.4 Influence of Level of Automation and Staff Engagement in Corruption

The study findings indicated that the sections processing systems are computerized as cited by 81.7% of the respondents. 50.0% mentioned that computerization has greatly reduced corruption, while 40.9% reported that if moderately reduced corruption and 9.1% say that it didn't have any influence. 50.7% agreed that computerization of process was designed with fighting corruption in mind while, 49.3% disagreed. When asked about the SMS 2032 service 58% of the respondents refrained from answering. However, those who answered (75.0%) indicated that they are aware of the SMS service 2032 and that the service does improve government-citizens relations. However, 40.6% indicated that computer system that allowed applications jump queue influence corruption whereas 49.3% of respondents indicated that it doesn't. The study results also revealed that 83.1%

of the respondents would recommend the improvement of the system. 59.7% indicated that the system assist in elimination of brokers while 40.3% stated that the systems do not eliminate brokers. 66.2% indicated that computer systems assist in meeting set deadlines, 20% said it does not while 13.8% don't know. The study found that most of the stations are not electronically connected to other stations as pointed out by 60.3% of the respondents. However, majority (88.1%) of respondents indicated that automation increased transparency and 10.4% of the respondents indicated that the department's automation has no effect on transparency while 1.5% indicated that it decreased transparency.

Automation in the Department of Immigration seem to be reducing corruption however its impact is yet to be felt. The department is partly automated with the process allowing involvement of brokers. Unlike in India where online registration eliminated middlemen, the department automation did not focus on this. However, the requirement that applicant presents themselves during presentation of application forms for passports reduced the brokerage. The automation though cannot be adequate by itself. This calls for system upgrade and commitment by management to eliminate brokers. A serious discussion between the Ministry of State for Immigration and Registration of Persons and other stakeholders (customers) is necessary so as to have a two way information flow. The study therefore agree with other writers that automation increase the flow of information and hence reduction of corruption. This was based on the fact that one of the reasons why members of public seek assistance and pay bribe is lack of information.

5.5 Influence of Legal Framework

The study findings indicated that 71.9% of the respondents were aware of the departmental legal documents while 28.1% are not aware. Further, 53.2% indicated that the legal documents are adequate to stop corruption while 46.8% feel that they are not. The study revealed that 83.3% of immigration officers are conversant with discretionary powers. The survey indicated that, 56.8% immigration officers respondents pointed out that the powers are used well while 34.1% indicated that the powers are misused. 68.8%

of the respondents reported that there are step by step operation/procedure manuals in the department. Most of the respondents who cited step by step procedures were from airports and aliens section. The study indicates that 56.1% believe that the regulations hold section leaders accountable for corruption, while 43.9% think it does not.

The Department of Immigration which is a monopolistic in its services and production of documents has weak legal framework. Like in many organizations, the legal framework lacks honesty, fairness and responsibilities. The fairness is lacking especially when the system deals with all manners of urgent services and when officers encounter discrimination. The legal framework allows discretion of officers which are open to abuse and do away with honesty and fairness. This makes any officer responsible for the deeds and therefore no one to own responsibilities. With 43.9% of respondents saying that the regulations does not hold leaders accountable while the department operate under many discretionary powers then the department has to be corrupt. As was cited by Myint (200) these issues need to be dealt with.

5.6 Influence of Motivation on Staff Engagement in Corruption

Majority of respondents indicated that amount of salaries received and corruption by senior officials in the government may influence corrupt practices in the public service with 86.8% of the respondents indicating that salary received contributes to corruption. While 95.5% reported that Ministers and Permanent Secretaries in Kenya Government are well paid the respondents (91.8%) also feel that there are some of the Ministers and Permanent Secretaries who are corrupt and 95.2% of respondents indicated that corrupt practices by our leaders influences others to corruption. This was a signal that while increase in enumerations is one of the key factors that reduce engagement in corruption there are others measures that need to be put in place. The study findings indicated that corruption remains a major issue of concern within the Department of Immigration and that 47.5% of the respondents cited increase in employee's salaries the most effective measures in combating corruption. Other measures include good working environment

(19.5%), motivation of staff (7.6%), trainings and seminars (6.8%) and promotion based more on experience rather than on education 6.8%.

The analysis reveals a staff that has high expectation but who get less than they expect. The high expectations have set an attitude that can compromise the integrity of the officers. The officers associate themselves with other service providers like Kenya Revenue Authority, National Intelligence Service, Immigration providers in other countries among others. This has lowered the motivation of officers; however the study findings indicated that making the department a service will not reduce corruption. Motivation is a wide perception which needs keen observation and decision making. As Myint stated, good working environment is key aspect to motivation. Poor working environment has been brought up by the officers as one of the demoralizing issues. This calls for public service managers to improve on all aspects of working environment and stop on rhetoric principals.

5.7 Influence of Public Perception on Staff Engagement in Corruption

The study findings indicated that 63.0% of the respondents disagreed with the Transparency International corruption ratings of the department for the period between 2007 and 2009. The report indicates that 68.7% of the respondents had been approached by customers within two months prior to the study for assistance in obtaining services. The main reasons why customers asked for assistance were urgent applications (38.3%), faster processing of documents (29.8%) and less informed customers (12.8%). The study findings further revealed that 57.9% of respondents stated that the customers that approached officers for assistance offered to give some form of bribe. Majority (86.7%) of the respondents cited money as the most common form of bribe with majority of them (82.0%) ready to freely offer bribe of up to Kshs 2,000 while 2.6% offer over Kshs 5,000. The study found that most customers (76.9% and 23.1%) were likely to pay highest bribe to obtain citizenship and permit services respectively. The main reason why customers offered to pay bribes was the urgency to obtain the document or service sought (69.5%).

Over half of respondents (56.0%) indicated that the public perception that immigration staff is corrupt affect them negatively with while 20.0% indicated that it does not affect them in any way. On the other hand 62.7% of the respondents would inform members of their work place but 4.5% would not. Over half (51.9%) said that the public perceived corruption in the Department of Immigration to have decreased while 38.5% still perceived it as a den of corruption. The study results show that one third (75.0%) of the respondents cited bribery as the most common type of corruption in the department while the most common category of brokers were cited as retired immigration officer and immigration staff by (39.6%) of the respondents.

These results reveal that public perception that the Department of Immigration is corrupt is one of the key reason or source of corruption. The perception has led to most of customers seeking assistance where they offer bribes. Lack of awareness and urgent services or documents were sighted as some of the reasons why customers are ready to offer bribe. These are issues among others that the department need to resolve. The respondents indicated that issuance of documents like passport need a timeframe set between application and travelling date or date the document is needed for the purpose. The average time suggested was 20 days. As was found by Voskanyan (2000) in Armenia, customers of the Department of Immigration were found to influence seeking of bribery by officers since most of them are ready to offer. This therefore implies that the Government of Kenya will need to target each Ministry or Department or any agent with specific approach depending with the service offered. The public awareness education needs also to be specific for each service. For instance, in the Kenya Police Service, the bribe may be from the service side while in Department of Immigration passport section the bribe seems to be originating from the supply side. However, within the same department the bribe may be originating from the service side. This may be seen where the legal framework is weak and creates room for bribery seeking. It should be noted that large figures were reported through observation methods especially in citizenship and work permits.

Brokerage was found to be rife in the department with the persons involved ranging from members of parliament to retired immigration officers and general citizens. Through observation it was found that sweepers in the buildings are highly involved in brokerage. The leaders who should be the crusaders of anti-corruption are involved in corruption and/or in assisting people related to them to access service. This has further motivated the officers in seeking bribe. The public sector therefore needs to focus on elimination of brokers.

5.8 Conclusions

Corruption is still a major problem in the Department of Immigration. However, existing anti-corruption measures in the department should be effectively implemented if the vice is to be reduced or be eliminated. To effectively deal with the corruption problem the department and all other public sector institution must engage a multifaceted approach to tackle corruption issues. The factors that influence the staff to engage in corrupt practices such as corrupt organizational culture, the ill implemented levels of automation, ineffective legal frameworks, poorly motivated employees and highly published negative public perception must be addressed. Bad organizational culture has proved to be one of the key reasons for engagement in to corruption. Automation of services which is working towards fighting corruption needs to be strengthened so as to include corruption issues in it. Legal framework and motivation of staff need to be handed together for effective implementation. The public perception has a major role in influencing both the staff and the public in engagement to corruption; this implies that the ministry needs to focus more on educating the public and giving facts about the department. Therefore, to effectively deal with the corruption problem the Department of Immigration and other public sector institutions must engage a multifaceted approach that include preventive, committed and corruption focussed management and leadership, education and public awareness strategies to tackle corruption issues.

5.9 Recommendations

This study recommends that:

- i. The reviewing of laws, rules, procedures and immigration requirements for clear understanding by the customers. There is need to strengthen policy, legal and institutional framework for combating and preventing corruption. For this to happen there is need to have very clear legal instruments on corruption. The examination of policies, systems and procedures prone to corruption in the department and ensure review of work methods to seal loopholes for corruption. All clauses that lead to top managements to solicit for bribe should all be eliminated.
- ii. The department put in place proper and effective automation systems to deal with numerous corruption malpractices such as delay of service delivery, applications jumping queues, poor inter connectivity, poor system security among others. A well published timeline for any document should be set. This should focus mainly on passport where a timeframe for one to apply before travel date should be mandatory save for well proven medical purpose.
- iii. Appropriate measures should be put in place such as elimination of brokers, effective integrity testing, employee education and seal loopholes that enhance opportunities for bribery by the service seekers. This is because payment of bribe is still rampant in the quest to obtain services. Undertaking both employee and public education and awareness on anti-corruption, integrity, rights to public services, corruption reporting and other anti-corruption is crucial in the fight against corrupt practices. Stiff measures and not transfers should be taken while all supervisors should be held responsible for corrupt section.
- iv. There is need to undertake specific case studies in various public and private sectors that service department. The study should have large sample sizes and utilize both qualitative and quantitative research methodologies in order to have in-depth

understanding of various factors that influence employees to engage in corrupt practices.

- v. There is need to motivate public sector employees well through better payments, good terms of service, medical cover/allowances, good working environments, among others. However there is need to focus not only on monetary reward to public servants but also other motivational factors to improve service delivery and reduce corrupt practices, this include elimination of discrimination, promotions, recognition and appreciation, among others.

5.10 Suggestion for Further Research

The study did not establish how each factor influence each other or how they interact. A researcher therefore may conduct research to establish how these factors influence each other. The study also did not establish how staff engagement in corruption is established between junior staff and senior management and the role of brokers between them. It would be interesting to establish how junior officers associate with senior management in corrupt deal. These two areas could give leading issues to how corruption revolves in the government institutions and how it can be tackled in a permanent way.

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APPENDICES

Appendix 1: Letter

Mbogo, Cyrus M.
Ministry of State for Immigration
and Registration of Persons
Planning Unit
P.O. Box 30395 – 00100
Nairobi

19th April, 2011

Dear Colleagues

My dear colleagues, for many years the Transparency International has come up with reports on corruption perception index with the Department of Immigration scoring very low points. Equally, the Department of Immigration has taken many steps to improve the image. However, it has never been tested to determine which of the factors leads to this low scoring. Though the study is intended to find out the factors that contribute to this, the purpose of the study is purely academic. The evaluation results however, may guide the strategic management in improving the image of the Department.

The information that you will provide will strictly be treated with confidentiality and be used for this study only. As a result, the questionnaire is designed to provide information for academic purpose only. The generalized report may be available to public. You are therefore requested to provide information as objectively and honestly as possible to help achieve the intended purpose.

Purposive random sampling has been used to determine the number of respondents for each station and random numbers have been used to reach at each individual respondent. Kindly, fill in the questionnaire allocated to you. Follow the instructions while filling the questionnaire. When it is duly completed, please return it to the coordinator who will forward the questionnaire to the undersigned or return as requested.

I look forward to your cooperation.

Yours Faithfully

Cyrus Mbogo

Appendix 2: Questionnaire

QUESTIONNAIRE

Please fill in all the sections of the questionnaire as per the instructions

This questionnaire has two sections. Section one is background information while section two is factors that encourage staff to engage in corruption.

SECTION 1: BACKGROUND INFORMATION

A. Respondents' characteristics

[Please tick (✓) where necessary]

Please use the space provided for information required and tick or number in front of the most appropriate response where applicable.

- 1. Name of the station. (Section/ Office/ Airport/ Regional Office)
- 2. Rank of the respondent: Immigration Officer () or Support Staff ()
- 3. How long have you served in the current station?
Less than 1 year () 1 year to less than 2 years ()
2 years to less than 3 years () Above 3 years ()
- 4. How long have you served in the Department of Immigration?
Less than 1 year () 1 year to less than 5 years ()
5 years to less than 10 years () 10 years to less than 15 years ()
Above 15 years ()

5. State the main activities carried out in your station/section.

6. Are you aware of any actions (measures) the Department of Immigration has undertaken in the last 5 years to fight corruption?

Yes () No () if you tick no, ignore question 7

7. If yes, which are these actions (measures)?

- a)
- b)
- c)
- d)
- e)
- f)

8. Are there other actions (measures) the Department can put in place?

Yes () No () if no, ignore question 9

9. If yes, please list them?

- a)
- b)
- c)

10. In your opinion, how would you rank the listed problems from the biggest to the least problem in the Department of Immigration? (Rank: 1 = biggest problem and 6 = least problem)

- 1. Large volumes of applications ()
- 2. Congestion in the area of service ()
- 3. Lack of own building ()
- 4. Corruption ()
- 5. Brokers ()
- 6. Oppressive administration ()

11. In your opinion, is the Department doing enough to address these problems?

1 = Yes () 2 = No ()

12. Explain your answer to question 11.

.....

13. In your opinion, is corruption a common occurrence in the Department?

1 = Yes () 2 = No () 3 = Don't know ()

14. In your opinion, has there been improvement in reducing corruption in the Department?

- (1) Yes () if yes, answer question 15
- (2) No () if no, answer question 16

(3) Don't know () if don't know, ignore questions 15 and 16

15. If yes, select 2 sections that have most improved?

- | | | | |
|-------------------|-----|--------------------------------|-----|
| 1 = Passport | () | 6 = Aliens | () |
| 2 = Work Permits | () | 7 = Border offices | () |
| 3 = Visa | () | 8 = Airports/ports | () |
| 4 = Citizenship | () | 9 = Immigration administration | () |
| 5 = Investigation | () | | |

16. If no, what could be the reason? (Briefly list the problems)

- a. -----
b. -----
c. -----

SECTION 2: FACTORS THAT ENGAGE STAFF TO CORRUPTION

2.1 Culture

[Please tick (√) where necessary]

1. Do you understand the culture (behaviour, beliefs, and attitude) under which staff of the Department of Immigration operates?

1. Yes () 2. No ()

2. In your opinion does the office set up where senior officers operate in a closed office without regular walking around the Department/Section influence corruption?

1. Yes () 2. No ()

3. In the Department, junior Immigration Officers normally receive applications from customers. In your opinion can this influence corruption? (*tick (√) one*)

- | | | | |
|-----------------|-----|----------------|-----|
| 1 = Very likely | () | 4 = Not at all | () |
| 2 = Likely | () | 5 = Don't know | () |
| 3 = Not likely | () | | |

4. Please, briefly explain your answer in question 3.

5. In your opinion which rank of officers would be the most suitable to serve applicants/ customers (receiving of applications)?

6. Are you aware of any written processes and procedures to be followed in your section?

1. Yes () If yes, answer question 7. 2. No () skip question 7

7. What is the title of the procedures document?

8. In your opinion, how are the processes (start to end)

- 1 = Quick () 2 = Slow ()

9. In your opinion, would separating of processing of documents to an isolated building away from where applications and collection of documents are done reduce corruption? (*tick (√) one*)

- 1 = Totally agree () 4 = Totally disagree ()
2 = Agree () 5 = Not sure ()
3 = Disagree ()

10. In your opinion are fellow staff members likely to report corrupt practices?

- 1 = Yes () 2 = No ()

11. Briefly explain your answer to question 10

12. In your opinion, did the past officers who worked in the Department set a culture of corruption in the Department?

- 1 = Yes () 2 = No () 3 = Don't know ()

13. Briefly explain your answer to question 12.

14. Transfer of officers is considered to reduce corrupt practices in an organization. In your opinion, is this so with the Department?

- 1 = Totally agree () 4 = Totally disagree ()
2 = Agree () 5 = Not sure ()
3 = Disagree ()

15. Briefly explain your answer to question 14. -----

2.3.2 Level of Automation

[Please tick (√) where necessary]

1. In your section, are the processing systems computerized?

- 1 = Yes () 2 = No ()

2. In your opinion, the computerization in the department has (*tick (√) one*)

- 1 = Greatly reduced corruption () 3 = Did not reduce corruption ()
2 = Moderately reduced corruption ()

3. Please, briefly explain your answer in question 2.

4. In your opinion, looking the way the computer systems operate would you say the computerization of the processes in your station/section was designed with the fighting of corruption in mind?

- 1 = Yes () 2 = No ()

5. Please, briefly explain your answer in question 4.

6. In your opinion, does the computer system that allows applications to easily jump the queue encourage corruption in the Department?

- 1 = Yes () 2 = No () 3 = Don't know ()

7. Would you recommend on improvement of the system?

- 1 = Yes () 2 = No ()

8. Please briefly explain your answer to question 7.

9. Is your section/station electronically connected to other stations?

1 = Yes () 2 = No () 3 = Don't know ()

10. Are you aware of SMS service 2032?

1 = Yes () If yes, answer question 11. 2 = No () If no, go to question 12

11. If yes, in your opinion, does this service improve government-citizens relationship towards reduction of corruption?

1 = Yes () 2 = No ()

12. Does the computer systems in the Department assist in meeting the set deadlines?

1 = Yes () 2 = No () 3 = Can't tell ()

13. In your opinion, what would be reasonable time that should be a requirement in application for a passport before travelling date?

----- days

14. Does the system assist in elimination of brokers?

1 = Yes () 2 = No ()

15. In your opinion, the computer system in your section (*tick (√) one*)

1 = Increased transparency ()

2 = Decreased transparency ()

3 = No difference in transparency as without the system ()

2.3.3 Legal Frameworks

[Please tick (√) where necessary]

1. Are you aware of the legal documents/policies in the Department?

1 = Yes () 2 = No () if, No skip question 2 & 3.

2. In your opinion are these legal instruments adequate to stop corruption in the Department?

1 = Yes () 2 = No ()

3. Please explain briefly your answer to question 2.

(Question 4 and 5 to be answered by Immigration Officers only)

4. Are you conversant with the discretionary powers?
1 = Yes () If yes, answer question 5 2 = No () If no go to question 6
5. In your opinion are the powers (*tick (√) one*)
1 = Well used () 2 = Never used () 3 = Wrongly (misused) used ()
6. Are there written step by step operation procedures or operational manual on how the staff should operate in issuance of documents or provision of services in your section?
1 = Yes () 2 = No () if No, skip question 7.
7. If the answer to question 6 is yes, are they time based step by step procedures?
1 = Yes () 2 = No ()
8. In your opinion, are regulation procedures guiding your section clear on what to be done?
1 = Clear () 2 = Not clear ()
9. Briefly explain your answer to question 8

10. In your opinion, do the regulations of the Department hold leaders in various sections/stations accountable for corruption?
1 = Yes () 2 = No ()

2.3.4 Motivation

[Please tick (√) where necessary]

1. In your opinion, does the level of amount of salary received contribute to corruption?
1 = Yes () 2 = No ()
2. In your opinion, are the Ministers and Permanent Secretaries in Kenya Government well paid?
1 = Yes () 2 = No ()

3. In your opinion, are there Ministers and Permanent Secretaries in Kenya Government that are corrupt?

1 = yes () If Yes, answer question 4. 2 = No () If No, skip question 4.

4. Does corruption in our leaders influence others to corruption?

1 = Yes () 2 = No ()

5. Are there other demoralizing issues that contribute to corruption in the Department?

Please list if any

a. -----

b. -----

c. -----

6. In your opinion, what should be done to motivate government officers and stop corruption?

a. -----

b. -----

c. -----

2.3.5 Public Perception Influence to Staff

[Please tick (√) where necessary]

1. The Transparency International rated the Department of Immigration as number 4 most corrupt in 2007 and 2008, and number 25 in East Africa in 2009, in your opinion do you (*tick (√) one*)

(1) Totally agree with them () (3) Disagree with them ()

(2) Agree with them () (4) Totally disagree with them ()

2. Has anyone approached you for assistance to obtain any of the documents or services offered by the Department within the last two months apart from the normal duty you do?

1 = Yes () 2 = No () If No, skip question 3.

3. What is their reason for seeking assistance?

4. How frequent is the approach by the members of the public? (State average number of persons per number of hours or days or weeks)

----- persons per ----- hours/days/weeks (delete unwanted)

5. Do the person(s) that approach officers offer to give any form of reward (pay)?

1 = Yes () 2 = No ()

6. What kind of offer do most of them give or ready to give? (Please, rank 2 important forms (1, 2) where 1 is most preferred and 2 is 2nd preferred)

1 = Money () 4 = Promotions/best position/offices ()
2 = Jobs () 5 = Favours like sex ()
3 = Gifts () 6 = Others ()

7. What would the giver call the offer?

8. What is the amount that most of the customers that approached officers for assistance ready to give?

1 = Kshs 100 – Kshs 200 () 4 = Kshs 1,100 – Kshs 2,000 ()
2 = Kshs 300 – Kshs 500 () 5 = Kshs 2,100 – Kshs 5,000 ()
3 = Kshs 600 – Kshs 1,000 () 6 = Above Kshs 5,000 ()

9. In your opinion which service is a customer likely to pay the highest bribe?

1 = Passport () 3 = Aliens () 5 = Citizenship ()
2 = Permits () 4 = Visas () 6 = Others (state)

10. What are the 2 main reasons that make customers approach officers and be ready to offer bribe? (Please, write in order of importance where 1 is most important and 2 is 2nd important)

1 = Urgency of the document ()
2 = Perception that without assistance they cannot get the service in good time ()
3 = Lack of information ()
4 = Documents/service take too long to be processed ()
5 = Importance of the document/service ()

11. How does the public perception that the immigration staffs are corrupt affect you?

12. How ready are you to tell members of public that you work for the department of Immigration?

1 = Anytime to anyone () 2 = Cautiously () 3 = Not ready at all ()

13. What do people that you tell that you work in the Department think about the Department on corruption basis?

14. In your opinion which types of corruption is the Department of Immigration associated with? [Rank only 3 most common, where 1 is most occurrence (1, 2, 3)]

- 1 = Bribery (Giving or receiving money so as to gain self interest) ()
- 2 = Extortion (threatening somebody in order to get money) ()
- 3 = Misuse of public power (use of public office for self gain) ()
- 4 = Moral decay (using your position for self gain like sex) ()
- 5 = Undue influence for personal gain (setting rules for self gain) ()
- 6 = Denying people their basic needs and rights ()
- 7 = Embezzlement (stealing of government property) ()
- 8 = Misappropriation (giving wrong accounts on government finances) ()
- 9 = Theft of revenue (stealing government money) ()
- 10 = Favouritism, patronage, nepotism and clientelism (using family, parties or religion ties for positions, or use of bribe to assign positions) ()

15. In your opinion which category of persons among the listed act as brokers in the Department (rank them (1, 2, 3,...8) with 1 being most frequent/common and 8 being least frequent/common)

- 1 = Retired immigration officers/staff ()
- 2 = Members of Parliament ()
- 3 = Public Servants from other ministries ()
- 4 = Relatives/friends of top officials ()
- 5 = Sacked members of staff ()
- 6 = Unemployed youth ()
- 7 = Other general members of public ()
- 8 = Other categories (specify) ()

**THANK YOU FOR YOUR PARTICIPATION
GOD BLESS YOU**