

**LEADERSHIP FACTORS INFLUENCING EMPLOYEE
WORKPLACE BEHAVIOR: A CASE OF MUNICIPAL
COUNCIL OF KISUMU**

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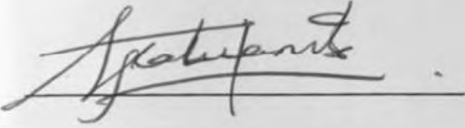
**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
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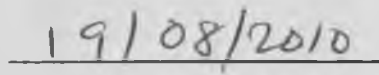


DECLARATION

This research project is my original work and has not been presented for any award in any university.



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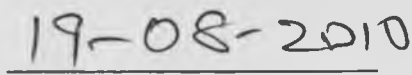
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This research project has been submitted for examination with our approval as university supervisors.



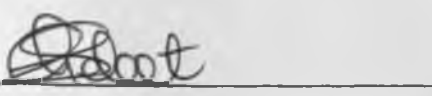
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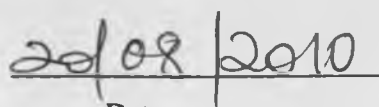
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DEDICATION

This research project is dedicated to my wife Monica Aluoch and children: Marcine Okeno, Valary Atieno, Eugene Wachio and Talia Tamira.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO:	Chief Executive Officer
DK:	Don't Know
ECT:	Ethical Climate Theory
HOD:	Head of Department
I.GAs:	Local Authorities
MCK:	Municipal Council of Kisumu
SPSS:	Statistical Package for Social Sciences
KACC:	Kenya Anti-Corruption Commission
UNDP:	United Nations Development Program
ECQ:	Ethical Climate Questionnaire

ABSTRACT

Organizational leaders are increasingly coming under increasing scrutiny not only because many senior executives are accused of having committed unethical acts but also because of the role that leaders at all levels are thought to play in managing the ethical (and unethical) conduct of organization members. Unethical workplace behavior has become an increasingly serious problem in many public institutions. Unethical behavior in organizations has been widely reported in the wake of many recent high-profile corporate scandals. Ethical problems are not unique to the United States and Europe only. Top business and government officials in Japan have been caught in a major influence peddling scheme. Similar charges have been brought against top officials in South Korea, the People's Republic of China, Brazil, Pakistan, and Zaire. Nigeria, Cameroon, Uganda and Kenya, are listed as one of the worst corrupt countries in the world by Transparency International. The purpose of this study was to determine leadership factors that that influences workplace behaviors of employees taking a case of Municipal Council of Kisumu (MCK). The study adopted a descriptive design to: establish the influence of modeling leadership on workplace behaviors of MCK employees; determine how the enforcement of code of ethics by leaders influences workplace behaviors of MCK employees; ascertain the influence of human resource treatment on workplace behaviors of MCK employees; explore the influence of workplace ethical climate on the workplace behavior of MCK employees.

The study applied Bandura's Social Learning Theory to explain how these leadership factors influence employees' workplace behaviors and used stratified random sampling to select the study respondents. It is hoped that this study will enhance scholars' understanding of the influence of ethical leadership in a non-western context, thus hopefully stimulating further research in this area and help the top-level personnel of Municipal Council of Kisumu in creating working environment that nurtures ethical standards among their staff. The limitations of this study are that it is confined to employees of MCK and it may be perceived as insufficient to be representative of other councils. Also, the study relied solely on employees' observations, views, opinions and perceptions which may be subjective.

A total of 207 MCK participated in the study and significant percentages acknowledged the existence of a number of unethical workplace behaviors among council's employees including: show of favoritism/nepotism absenteeism, lateness and sneaking out before time, use of office properties for personal gain, asking or accepting kickbacks, false accusation of co-workers, sealing from the council and ineffectiveness or sluggishness were mentioned by at least 30.0% of the respondents. Generally, 44.9% and 45.9% of the respondents rated the modeling leadership of the council how the leadership enforces the code of ethics of the council as average. A total of 43.5% of the respondents rated how the leadership treats it employees as below average. Significant proportions of the respondents who were able to associate the observed unethical workplace behavior to the modeling leadership as follows enforcement of code of ethics by leaders the way employees are treated.

In general, the study results showed that leaders have an important influence on employee ethical behavior. So that in an organization leadership is enormously important and deserves more attention in our attempts to understand employee ethical and unethical behavior. For future research that would help better understand and explain the importance of ethical leadership behavior and its impact on employee outcomes. First, in order to improve generalization of the findings, future research should increase the sample size and broaden the sample location from a site to a larger regional or national site. Second, though this study relied solely on respondents' perception and opinions of ethical leadership, one might want to consider observational and exploratory data collection method in future research.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizational leaders are increasingly coming under increasing scrutiny not only because many senior executives are accused of having committed unethical acts but also because of the role that leaders at all levels are thought to play in managing the ethical (and unethical) conduct of organization members (Trevino and Brown, 2004). Unethical behavior in organizations has been widely reported in the wake of many recent high-profile corporate scandals (Trevino and Brown, 2004). In the United States of America (USA) researchers report that 75% of employees have stolen from their employers at least once (McGurn, 1988). Twenty percent of companies participating in an American Management Association survey reported they had experienced workplace violence and 33% of a population of 500 human resource professionals reported threats of violence in their workplace (Romano, 1994). It is estimated that between 33% and 75% of all employees have engaged in other aggressive behaviors such as theft, fraud, vandalism, and sabotage (Harper, 1990). According to Walsh (2000) billions of dollars are lost and stolen annually from businesses, because of employee theft absenteeism and sluggishness. Employee dishonesty and theft costs U.S. business over \$50 billion dollars annually. National estimates show that 75% of all employees steal from their employers at least once throughout their careers. The same statistics show that at least half of these 75% steal multiple times from their employer.

Ethical problems are not unique to the United States and Europe only. Top business and government officials in Japan have been caught in a major influence peddling scheme. Similar charges have been brought against top officials in South Korea, the People's Republic of China, Brazil, Pakistan, and Zaire. Nigeria, Cameroon, Uganda and Kenya, are listed as one of the worst corrupt countries in the world by Transparency International an anticorruption pressure

group founded by a former World Bank official (Okpara, and Wynn, 2008). Quoting findings from a joint UNDP/UNICEF study by Professor Adebayo Adedeji, he said that access to public services in Africa had declined by between 5 – 60% in the last decade. This decline is associated with low remuneration, poor terms of service, etc, which lead to absenteeism and demoralization of public servants. In her speech during a dissemination workshop for the UN DESA Public Service Ethics in Africa Project conducted in Uganda on the 21st August 2002, the Uganda Minister for Public Service noted that ethics in the public service is a major concern for governments in Africa. She said that poor ethical values in the public service exacerbate poverty in Africa and that corruption and unethical behavior is exhibited in such habits as taking bribes, theft, corrupting records, unauthorized use of public assets, etc. (UMI and UN-DESA, 2002).

In Kenya, especially in the public service institutions unethical actions by employees are taking a heavy toll. In his written speech during an Anti-Corruption Conference in December, Balala (1999) confirmed how rampant corruption has gained roots in most Local Authorities in Kenya. He said that a cursory visit to any of the Local Government Authority offices in Kenya is a lesson in just how badly corruption has been allowed to set in almost all the country's local administration whose justification for existence seems to have been lost as soon as they were set up. A study conducted in 2008 among Health Care Providers in Machakos District, Kenya revealed an absence rate of 25.2 % during the first round of sampling that took place at 8.30am. An absence rate of 24.9 % was computed for the second round of sampling that took place on the same day at 2.30pm. This gave an average of 25 % for both rounds. The cost implication of absenteeism was estimated at Ksh. 3,136,781 (US\$ 51,000) per month (Institute of Policy Analysis and Research, 2008). A recent damning forensic report by the Kenya Anti-Corruption Commission states that Nairobi's City Hall continues to lose a huge portion of parking fees, land rates or rent to corrupt officials exploiting weak financial management systems. KACC says perpetrators of the rip-off at the Council had devised a complex system to block evidence of unremitted money estimated to be worth millions of shillings. Key to the

racket is concealment of the paper work involving such money, including bouncing checks, tempering with the numbering of parking fees receipts and the filing of fraudulent expenditure claims at the council's cash office (KACC, 2007).

Transparency International (2004) cites Anassi (2004) who asserts that corruption in local authorities has reached unprecedented levels and being the arm of government at the local level and directly in touch with the population makes them more vulnerable to corruption. It is at the local level that issues like nepotism, tribalism and even clanism are most profoundly manifested. There is no local authority in Kenya that is free from this vice. In the Transparency International Bribery Index Survey of 2004 Municipal Council of Kisumu was ranked 11th with a bribery index of 24.0 nationally (Matu, 2004). Constant ethical violations have made workers so callous that deception passes for good salesmanship. Corruption, tardiness and absenteeism, misuse of office property, breach of institutional confidential information and conflict of interest among employees have become a culture (Jakhorando, 2009).

Given this background, one would want to know why it has become a norm for employees of Municipal Council of Kisumu to engage in such behaviors. One may be tempted to explain employee unethical or questionable behavior as a product of personality characteristics and character faults Montgomery and DeCaro (2001). While this could be the case, it would be necessary to shift away from personality character focus the light on the leadership. Leaders play an important roll in creating an ethical environment of an organization. It is for this reason that this study seeks to determine the leadership factors that influence employees' workplace behaviors in organizations taking the case of Kisumu Municipal Council.

1.2. Statement of the Problem

Unethical workplace behavior among employees has become an increasingly serious problem in the Municipal Council of Kisumu. It has taken many forms, ranging from corruption,

misuse and abuse of office properties, breach of confidential information, tardiness and absenteeism, misuse of office resources, conflict of interest and sexual harassment. Employment and promotions at the council have been handled on the basis of nepotism or loyalty to some politicians (Jakhorando, 2009). The Municipal Council of Kisumu plays an important role in the lives of its residents. It is responsible for markets, slaughterhouses, waste collection, recreation, local road maintenance, street lighting, public health and education in their jurisdictions (Nodalis Coseil, 2009). The council has employed a large workforce and its efficiency and integrity is determined by the ethical conducts of its employees. The conducts of employees of the council's employees not only affect the council's operations and loss in terms of property/assets, revenue and man-hour and breach of confidential information, but also affect the residents of these authorities who are the consumers of the services.

Several studies that have been done in this area have been primarily conducted in the developed nations like United States, Europe and Asia. The findings of these studies may not be applicable to societies and organizations in developing countries. Extensive reviews of the literature on organizational ethics show that no research has been conducted in Kenya to examine this problem. Literature review also reveals that most researchers have always attempted to explain employee behavior as a product of personality characteristics and character faults (Montgomery and DeCaro, 2001). The management factor of leadership has not received the attention it deserves. Because of their interest in the individual and their on-going search for the internal origins of behavior, social scientists have devoted a disproportionate amount of time trying to understand and change the "inner" man or woman (Montgomery and DeCaro, 2001). Since the proponents of this approach attribute behaviors to an individual they are left with a limited number of solutions. These include education and training to inculcate ethical behavior into employees and in the case of failure, the threat of punishment or incarceration. This has in most cases failed to yield positive results. This study shifts the attention to the organizational leadership as it is primarily responsible for creating ethical climate of the organization. This

study investigates leadership factors that influence Municipal Council of Kisumu employees' workplace behavior.

1.3. Purpose of the Study

The purpose of this study was to determine leadership factors that influence employee workplace behaviors taking a case of Municipal Council of Kisumu.

1.4. Research Objectives

Arising from the purpose of the study, the objectives of this study are to:

1. Establish the influence of modeling leadership on workplace behaviors of Municipal Council of Kisumu employees.
2. Determine how the enforcement of code of ethics by leaders influences the workplace behaviors of Municipal Council of Kisumu employees.
3. Ascertain the influence of human resource treatment on workplace behaviors of Municipal Council of Kisumu employees.
4. Explore the influence of workplace ethical climate on the workplace behavior of Municipal Council of Kisumu employees.

1.5. Research Questions

This study seeks to answer the following questions:

1. Is there a relationship between modeling leadership and workplace behaviors of Municipal Council of Kisumu employees?
2. Does the manner in which leadership enforces the code of ethics influence workplace behaviors of Municipal Council of Kisumu employees?
3. Can the way leaders treat employees influence workplace behaviors of Municipal Council of Kisumu employees?

4. Does ethical climate of the council influence the workplace behavior of Municipal Council of Kisumu employees?

1.6. The Significance of the Study

It is hoped that the results of this study will be useful for both scholars and practitioners alike. From an academician perspective, it is important to examine whether the constructs that apply in the United States and other advanced economies of the world also hold in developing countries of Africa. This study hopes to enhance scholars' understanding of leadership factors that influence employee workplace ethics in a non-western context, thus hopefully stimulating further research in this area.

From a practical standpoint, this study may be of some benefit for top-level personnel of Municipal Council of Kisumu in creating working environment that nurtures ethical standards among their staff. Since the study focuses on the employees working under the Municipal Council of Kisumu, the Ministry of Local Government in Kenya may benefit from the findings of this study by having an updated source of information that will enable it come up with yardsticks of performance appraisal of the top-level personnel of the Local Authorities.

The findings and conclusions of this study may create awareness among employees of Municipal Council of Kisumu of the leadership factors that influence employee workplace behaviors. Hopefully, they may be able to serve the residents of the municipality better and efficiently. It is also hoped that in the long run, the residents of municipality will end up getting better and quick services commensurate to the rates they pay. This will eventually lead to public goodwill towards the council.

1.8. Limitations of the Study

As with all studies using human respondents there are limitations to this study that may impact on the ability to generalize the results to other settings. One, since this study is confined

to employees of Municipal Council of Kisumu, it may be perceived as insufficient to be representative of other councils in Kenya. Secondly, the researcher relied solely on employees' observations, views and opinions which may be subjective. Thirdly, the study applied descriptive research design which does neither look for any specific relationships, nor to correlate two or more variables.

1.9. Delimitations of the Study

This study was concerned with leadership factors that influence employee workplace behaviors. The targeted respondents for the study were limited to employees of Municipal Council of Kisumu. The data was collected from 204 employees of Municipal Council of Kisumu using a questionnaire by two research assistants between. The researcher focused on the Municipal Council of Kisumu even though other local authorities could have been studied. The reason for this is primarily due to: one, convenience and two, the council has a larger workforce which enabled the researcher to get a sample size that is representative compared to other local government authorities in Nyanza province. The study was conducted between May 31st and June 20th 2010 through a descriptive study design.

1.7. Basic Assumptions of the Study

This study was conducted on the assumption that the total number of employees of Municipal Council of Kisumu would not reduce or increase drastically from 1,024 employees. The study assumed that the council's 10 departments would remain the same by during data collection. Since this study depended on the individual observations, opinions and perspective, it was assumed that the respondents would give the correct information that held answer the research questions. Last but not least, it was assumed that the council management would be willing to utilize the outcome of the study to improve on the council's ethical issues.

1.10. Definition of Significant Terms Used in the Study

Codes of ethics: The moral standards used to guide behavior.

Enforcement of Codes of Ethics: Making the moral standards used to guide behavior obligatory

Ethical climate: The shared perception of what correct behavior is, and how ethical situations should be handled in an organization.

Ethical dilemma: A situation in which there is a conflict in the minds of people between values.

Ethical values: Beliefs that are concerned with what is right and proper.

Ethics: Moral obligation involving right versus wrong.

Ethics: The standards or principles that govern the choices made by and the behavior of an individual or group of individuals.

Leadership: Organizational unity charged with the responsibility of running of the organization.

Modeling leadership: The demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making.

Organizational culture: Beliefs about the ethics of an organization, which are shared by its members.

Treatment of Employees: The manner in which the leadership handle the human resource of the organization.

Unethical behavior: Behavior that brings harm to and that is either illegal or morally unacceptable at workplace.

Workplace behavior: The actions of person in working environment.

1.10. Organization of the Study

This study is organized into five chapters. In chapter one, the researcher describes the: background of the study, statement of the problem, purpose of the study, study objectives, study

questions, significance of the study, limitations and de-limitations of the study, basic assumptions of the study and definition of significant terms used in the study. In chapter two, the researcher provides a review of literature related to the study based on the following thematic areas: leadership, ethics enforcement system, treatment of employees by leadership, organizational ethical climate and employee behavior. The theoretical and conceptual frameworks are also included in this chapter.

In chapter three, the researcher discusses the research design, target population and sample, sample size and how the sample was selected. The researcher also describes the type of data collection tool and method applied and reliability and validity test of the of the data collection instrument. Also discussed in this chapter are: data collection procedures, how the collected data was analyzed and ethical considerations issues. In chapter four, the researcher provides data analysis, presentation, interpretation and discussion. The chapter includes frequency tables summarizing the findings of the study. In chapter five, the researcher provides a summary of the study findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

In this chapter several theoretical explanations on how leaders actions influence workplace behaviors of employees. The researcher explores general literature comprising of publications, paper presentations and journals on the leadership factors that influence employee workplace behavior. The literature referenced here provides a social learning perspective to suggest that leaders' actions and inactions influence employees workplace behaviors through modeling processes, how they enforce the work ethics, how they treat their juniors and the type of organizational ethical climate they create in the organization they lead.

2.2. Influence of Modeling Leadership on Employee Workplace Behaviors

Modeling leadership is vital to creating an ethical workforce. According to Treviño (2007), research indicates that most employees look outside themselves to significant others for guidance in ethical dilemma situations, which should be provided by the leader of the organization. She says that research on ethical leadership, an ethical leader is a leader who cares, listens to what employees have to say, and has the best interests of employees in mind. In addition, an ethical leader communicates an ethics and values message. When making decisions, he/she asks "what is the right thing to do?" An ethical leader also role models ethical conduct and conducts his/her personal life in an ethical manner. This role model is trusted by employees and sets an example of how to do things the right way in terms of ethics. An ethical leader holds everyone accountable, and defines success not just by results but also by the way they are obtained (Treviño, 2007). According to Batool (2007), a leader must respect followers and provide a standard of a role model. Leadership style influences how employees act, and affect ethical behavior. Managers can use rewards and punishments to encourage employees in behaviors that support the organization's goals. Leadership has been described by Chemmers

(2002) as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

According to Ogbornia, (2007), effective leadership is the ability to successfully integrate and maximize available resources within the internal and external environment for the attainment of organizational or societal goals. Leadership has been discussed recently by numerous scholars in the field of organizational behavior and management with respect to its impact on individual, group and organizational outcomes. Leaders should be mindful of the ethical consequences of their decisions, and make principled and fair choices that can be followed by others (Holmes, Langford, Welch and Welch (2002).

Meyers (1992) holds that like a waterfall, ethics must start at the top and cascade down through a company. This is to say that the attitudes and morals of a company are the attitudes and morals of the boss. According to Christensen (2006), organizational culture affects and regulates the way members of the organization think, feel and act within the framework of that organization. He emphasizes that culture is the result of common learning experiences and that because culture forms the basis of group identity and shared thought, belief, and feeling, one of the most decisive and important functions of leaders is the creation and management of its culture.

To create a positive ethical culture, management needs to make sure that employees see their superiors and peers demonstrating ethical behavior in the work they do and decisions they make every day (Deloitte & Touche USA LLP, 2007). Thus, in order to encourage high ethical standards within organizations, an environment that is conducive to ethical behavior must be provided. Management and leadership have a huge responsibility in setting examples for their organizations and living the values they preach if they want to sustain a culture of ethics.

In a survey conducted by Deloitte & Touche USA LLP in 2007 on ethics at workplace, the findings clearly revealed that the role of management and direct supervisors is critical in fostering an ethical workplace environment. An overwhelming majority of survey respondents

cite management and direct supervisors' behaviors - more than written credos and codes of conduct - as the top factors that help promote an ethical workplace. Specifically, when asked to identify the top factors for promoting an ethical workplace, 77% of working adults cite either the behavior of management, or of direct supervisors, as setting the tone for ethical behavior. Thus, management and leadership have a huge responsibility in setting examples for their organizations and living the values they preach if they want to sustain a culture of ethics. On the other hand, the Christian & Timbers survey of 180 executives disclosed that only 13.0% of the big-company top executives thought, "having strong ethical values is the most important leadership needed by CEOs" (Business Week, Sep. 12, 2005 as cited in Stango, 2006).

Other scholars have also shed light to the leadership factors that influence employee behavior. Brown, Trevino and Harrison (2005) has defined ethical leadership as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and, decision-making. As per Brown et al (2005), the first component of this definition, "demonstration of normatively appropriate conduct through personal actions and interpersonal relationships..." implies that leaders, who are perceived to be ethical, models conduct that followers consider to be normatively appropriate (e.g., honesty, trustworthiness, fairness and care), making the leader a legitimate and credible role model.

According to Treviño and Brown (2004), organizational researchers are increasingly interested in the "moral potential of leadership". The assumption is that a leader who exerts moral authority should be able to influence followers' ethical behavior. Schein (1992) argues that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. He says that the only thing of importance that leaders do is to create and manage culture and that the unique talent of leaders is their ability to understand and work within culture. Baker (no date) adds that leaders must be able to assess how well the culture is performing and when and how it needs to be changed. Assessing and improving organizational

culture as well as determining when major cultural transformations are necessary is critical to long-term organizational success. Managing differentiated cultures and creating synergies across these cultures is also a critical leadership challenge. Effective culture management is also necessary to ensure that major strategic and organizational changes will succeed. Basically, culture management is a key leadership and management competency.

Modeling leadership is acknowledged to be one of the most powerful means for transmitting values, attitudes, and behaviors. Employees learn what to do, as well as what not to do, by observing their leaders' behavior and its consequences. House (1977), Bass (1985), and Kouzes and Posner (1987) all have referred to role modeling as essential leader behavior. In particular, charismatic or transformational leaders are thought to influence followers, at least in part, through modeling and identification processes (Avolio, Bass, & Jung, 1999; Kelman, 1958).

Leaders are obligated to set a moral example for organizational members and to determine those organizational activities which may be detrimental to the values of society in general (Aronson, 2001). Leaders exhibit ethical behaviors when they are doing what is morally right, just, and good, and when they help to elevate followers' moral awareness and moral self-actualization. Indeed, ethical leadership encompasses more than the fostering of ethical behaviors. Edward T. Reilly, president and CEO of American Management Association argues that corporate leaders need to communicate ethical values throughout the organization, but they must do more than talk the talk in order to establish and sustain an ethical culture. If an organization has leaders who simply don't walk the talk when it comes to ethics, there is little hope of maintaining a strong ethical culture (Vickers, n.d.).

According to Hussein (2007), one mission of ethical leaders is to act as a whole identity, representing ethical values in its preaching, thinking, decision-making, and implementing. It is the duty of ethical leaders to instill these principles and face its sequential challenges. In support of this view, Burns (1998) affirms these ethical values while emphasizing the effectiveness of

leadership based on an ability to raise the morality of followers when engaging them with noble objectives and goals.

Nielsen (1989) has stressed the importance of managerial behavior in contributing to ethical or unethical behavior. According to Nielsen, managers behaving unethically contrary to their ethical philosophies, represent a serious limit to ethical reasoning in the firm. Thus ethical philosophies will have little impact on employees' ethical behavior unless they are supported by managerial behaviors that are consistent with these philosophies. Managers represent "significant others" in the organizational lives of employees and as such they often have their behavior modeled by their leaders. Clearly, modeling by leaders can influence followers to be ethical or unethical. Leaders who engage in unethical behaviors create a context supporting parallel deviance (Kemper, 1966), meaning that employees observe and are likely to imitate the inappropriate conduct. If leaders are observed, "cooking the books," enriching themselves at the expense of others, or lying to customers/clients or suppliers, followers learn that such behavior is expected. If leaders are rewarded for unethical conduct, the lesson for followers becomes particularly strong.

Jewell, (2009) states that today's workforce demands a more 'customized' career path and a tremendous amount of flexibility. By promoting open and honest communications across organizations and setting the tone at the top motivates the workforce in different ways and that this is increasingly critical to retaining talent and preserving the health of today's organization.

2.3. Enforcement of Codes of Ethics by Leadership and Workplace Behaviors

Pateria (not dated) says that a code of ethics is a written guide to acceptable and ethical behavior (as defined by an organization) that outlines uniform policies, standards, and punishments for violations. However, codes cannot possibly cover every situation. He continues to say that organizations must also create an environment in which employees recognize the importance of following the written code. He recommends that managers must provide direction

by fostering communication, actively encouraging ethical decision making, and training employees to make ethical decisions.

In the case of public institutions, upholding the principles and standards of right conduct in the administrative sphere of government is an important aspect of public service ethics. An essential requirement in this is that public servants respect the rule of law and the dignity of the individual in carrying out official responsibilities (UNDP, 2007). To this end, various countries have put in place codes of conduct. In Uganda, a Leadership Code of Conduct and a number of new institutions were created to provide overall guidance and set standards in public service ethics and integrity whereas in South Africa the Code of Conduct has been supplemented by training in the public service, and most public administration educational programs include components on ethics. Similarly, public servants in Senegal are briefed about the ethical standards by which they are bound during their pre-recruitment induction training (UN, 2001). Sound management strategy to the development and implementation of codes that secure genuine participation of employees is as important as putting in place the code of conduct itself (OECD, 1996).

According to Wulfson (1998), attempts on the part of top management to create an ethical atmosphere will have little effect on the ethical attitude and behavior of employees if management does not practice what it preaches. He therefore believes that, it is the responsibility of top management to develop clear, concise and coherent policies and procedures that reflect the corporation's commitment to ethical organization practices and communicate them to all employees. Thus, from Wulfson standpoint, leadership plays a crucial in the establishment and maintenance of an effective ethics enforcement system.

Sandra, Hilmer and Courtney (2005), hold that the increasing adoption rate of ethical codes of conduct within organizations is one indication that the establishment and compliance with codes of conduct is an important consideration in today's organizational environment. According to Gilman (2005), codes of conduct are designed to anticipate and prevent certain

specific types of behavior; e.g. conflict of interest, self-dealing, bribery, and inappropriate actions. The International Federation of Accountants (2006) holds that every organization has a standard of conduct, whether it knows it or not. One way or another, explicitly or implicitly, every organization communicates its values, acceptable criteria for decision-making, and its ground rules for behavior. An increasing number of organizations realize the importance and value of explicitly communicating their values and guiding principles in a published code of conduct or ethics. It is part of building a values-driven organization, and typically deals with an organization's underlying values, commitment to employees, standards for doing business, and its relationship with wider society.

In the recent past attention has been paid in the literature to compliance with ethical codes of conduct; the two prominent models being compliance and values oriented approaches. They differentiate the two approaches by stating that compliance approaches emphasize legal compliance, control and discipline. The values oriented approach emphasizes employees' ethical aspirations and the development of shared values, and has been found to be influenced by top management's commitment to ethics (Sandra, Hilmer and Courtney, 2005).

People in organizations pay close attention to rewards and punishments (Arvey and Jones, 1985). As a result, if organizational leaders want to promote ethical behavior they must accept more responsibility for establishing their organization's ethics enforcement system. The rewards and punishments need not be direct but also can be learned vicariously by observing how others in the organization are rewarded and disciplined. Most large organizations today have a formal policy, or code of and conduct and ethics, and have established departments or assigned responsibility for managing their corporate ethics to high ranking employees. Many organizations today offer formal ethics training and have set up telephone lines for reporting problems or resolving questions they face in their work environment.

A code of conduct is intended to be a central guide and reference for users in support of day-to-day decision making. It is meant to clarify an organization's mission, values and

principles, linking them with standards of professional conduct. A code is an open disclosure of the way an organization operates. Sandra et al (2005) in quoting Weaver and Trevino (1999) say that codes of conduct serve as an organizational control system for generating consistently good employee behavior regarding ethics and legal issues. They also quote Pater and Gils (2003) who hold that codes of conducts help solve ethical contradictions and inconsistencies in organizations and transmit the organization's moral principles to the employees.

Likert (1967) says that effective communication of ethical standards provides guidance for ethical behavior or activities that integrate the functional areas of an organization. It helps employees to identify ethical issues and guides them as how to address them and resolve them. It can help reduce criminal, civil, and administrative consequences including: fines, penalties, judgments, etc. Training programs in ethics should reflect organizational size, culture, values, management style, and employee base, improve employees understanding of ethical issues, influence the organizational culture, significant others, and opportunity in the ethical decision making process, overall, provide for recognition of ethical issues, understanding of culture and values, and influence ethical decision making.

A well-written and thoughtful code also serves as an important communication vehicle that reflects the covenant that an organization has made to uphold its most important values, dealing with such matters as its commitment to employees, its standards for doing business and its relationship with the community. A code is also a tool to encourage discussions of ethics and to improve how employees/members deal with the ethical dilemmas, prejudices and gray areas that are encountered in everyday work. A code is meant to complement relevant standards, policies and rules, not to substitute for them (Trevino, 2007).

Research in ethical behavior strongly supports the conclusion that if ethical behavior is desired, the performance measurement, appraisal and reward systems must be modified to account for ethical behavior (Hegarty and Sims, 1978). Relying on justice and social learning theories, Trevino (1992) emphasized the key social implications of punishment in organizations.

Discipline sends powerful signals about the value of organizational norms and leaders' willingness to stand behind them. Employees who are trying to do the right thing expect misconduct to be punished harshly, and they are disappointed if it is not. According to Weaver (2004), when employees see that ethical behavior is part of how people succeed, they have a strong encouragement to act ethically themselves and to engage in behaviors that support the company's overall ethical standards. If misbehavior is not disciplined, the implied message is that being ethical is not a central part of what employees do in the organization.

Organizations can improve the likelihood of compliance with ethics policies by eliminating opportunities to engage in misconduct through the establishment of formal codes and rules that are adequately enforced. It is important to note that opportunities for ethical misconduct cannot be eliminated without aggressive enforcement of codes and rules. For codes of ethics to be effective, provision must be made for their enforcement. Unethical employees should be held responsible for their actions. This means that privileges and benefits should be withdrawn and sanctions should be applied. Thus it is necessary to specify and communicate ethical objectives through codes of ethics, training and other devices so that managers promote ethical behaviors. Weaver (2004) also suggests that an alternative approach is to emphasize organizational aspects such as rewards, punishment, corporate culture and other environment conditions.

According to Kerns (2009), managerial leaders and their people will act ethically as a result of their internalized virtuous core values and that established behavioral standards and written codes of ethical conduct can help bolster virtuous values and promote ethical organizational behavior. Behavioral standards usually incorporate specific guidelines for acting within specific functional workplace areas. Kerns cites three categories of codes of ethical conducts. The first category is the Inspirational-Idealistic codes of conduct that specify global themes such as "Be honest," "Show integrity in all matters," "Practice wise decision making," etc. He says that such themes are not anchored to specific behavior or situations. The second

category is the Regulatory codes of conduct that proscribe clearly delineated conduct. This type of code is designed to help as a jurisprudential tool when disputes occur. He takes this to be more of a "do and don't" approach. The third category is the Educational/Learning-Oriented codes of conduct that offer principles to guide decision making and behavioral reactions into likely situations. He says that this approach is compatible with building a learning organizational culture. Managerial leaders responsible for this process could be engaged in scenarios wherein they would be asked to take "fair action" in making these allocations. Such learning experiences can serve to enlighten and inform so as to foster ethical decision making.

2.4. Treatment of Employees by Leadership and Workplace Behaviors

In quoting Applebaum (1991), Batool (2007) says that human resource professionals have increasingly become involved in more ethical issues. Leaders not only draw attention to ethics and make it salient in the social environment by explicitly talking to followers about it, but also provide followers with voice, a procedurally or interpersonally just process (Bass & Steidlmeier, 1999). Some of the most serious issues involve differences in the way people are treated based on favoritism or discrimination by the top management. Navran (not dated) suggests three steps for creating a work environment that promotes ethical behavior. The first step involves the provision of clear and consistent expectations. He emphasizes that ethical standards apply to all people within the organization. Secondly, he urges leaders to model the standards (leading by example). He suggests that leaders should live the standard and communicate regularly to employees how they are living them. Finally, he advises leaders to humanize the workplace. That is, to treat people like people. Navran seem to have given these suggestion from the point of view that how human resource is treated will influence the way employees react to managerial actions.

According to Den and Lind (2004), fairness plays a key role in human life, and a substantial body of research shows that people's beliefs, feelings, attitudes and behaviors are

affected greatly by whether they feel they have been treated fairly or unfairly. They also hold that in organizational settings, the feeling that one has been treated fairly typically leads to a variety of positive consequences, such as higher commitment to organizations and institutions, more extra-role citizenship behavior, greater likelihood of conflict prevention and resolution, better job performance, and higher levels of job satisfaction. People who experience unfair treatment, on the other hand, are more likely to leave their jobs, are less likely to cooperate, show lower levels of morale and higher levels of work stress and overt and covert disobedience, are more likely to initiate lawsuits, and may even start behaving in anti-social ways.

Research suggests that employees tend to reciprocate in response to their perceptions of fair and unfair treatment through a number of attitudes and behaviors that relate to organizational functioning (Fassina, Jones, and Uggerslev, 2008). According to Weaver (2004), employees' fairness perceptions play a major role in their reactions to corporate ethics initiatives. When fairness is missing, people are less trusting and act to remedy unfairness (for example, stealing to make up for unfair outcomes). He goes on to add that a company that fails to consistently follow through in supporting its ethics standards conveys a stance of procedural and outcome unfairness: the rules are not consistently applied, and violators do not get what they deserve. Consistent follow-through on ethics policies is linked to reduced unethical behavior and to employees' increased willingness to support a company ethics initiative by reporting problems instead of hiding them. Similar results hold for more general employee perceptions of fairness in their workplaces. Weaver concludes that when it comes to fostering ethical employee behavior, two things are unequivocal: fairness is important, and ethics must be integrated across, and have the support of, routine organizational functions.

There are two types of organizational justice i.e. distributive and procedural. Distributive justice addresses the fairness of a managerial decision based on the allocation of outcomes such as pay, rewards, recognition, and promotion relative to an employee's input. Procedural justice addresses the impartiality of the methods and relative input from employees regarding the

standards used to make and apply managerial decisions. Research has also shown that the strongest reactions to organizational injustice occur when an employee perceives both unfair outcomes and unfair and unethical procedures and treatment (Fassina, Jones, and Uggerslev, 2008). According to Zoghbi-Manrique-de-Lara (2009), procedural justice has behavioral implications within organizations. Since prior studies show that procedural justice leads to legitimacy. When formal regulations are unfairly implemented, they lose their validity or efficacy (becoming deactivated even if they are formally still in force). This "rule deactivation," in turn, leads to two proposed destructive work behaviors, namely, workplace deviance and decreased citizenship behaviors.

Trevino (2007) says that research has found that employees' perceptions of fairness are equally or more important than other factors in terms of their influence on ethics-related outcomes. She explains that fair treatment is so important because employees who perceive unfair treatment will rebalance the scales of justice by harming the organization. On the other hand, she adds, employees who perceive fair treatment will reciprocate by going above and beyond the call of duty to help management (by reporting ethical problems, for example). She recommends that to ensure that employees feel they are treated fairly, it is important to design Human Resource systems and interventions with perceived fairness as a key goal, with an emphasis on procedural (fair decision making procedures) and interactional (fair interpersonal treatment) fairness. Employees' perceptions of fair treatment should be monitored regularly via employee surveys, and changes should be made based upon the results.

Unfair treatment can provoke strong negative reactions from employees. Greenberg (1990) found that employees reacted to perceived unfair pay cuts and interpersonally insensitive explanations from management by stealing from the organization, just one of many studies that have linked perceived unfairness with counterproductive employee behaviors. In response to perceived injustice, employees may engage in interpersonal and organizationally directed retaliation, including sabotage (Konovsky, 2000). In support of this notion, Poole (2007) asserts

that employees in organizations make judgments about justice based on a wide range of factors. She adds that employees demonstrate attention to the quality of leaders' accounts for decisions, the quality of treatment they receive from organizational leaders, and their long-term relationship with leaders and with the organization. Employees are more likely to accept unfavourable outcomes if they perceive that procedures are fair, decisions are adequately justified, they are treated with respect, and their identities are validated.

2.5. Workplace Ethical Climate and Workplace Behaviors

In the words of Ferrell and Peterson (2004), the ethical climate of an organization is a significant element of organizational culture. They hold that whereas an organization's overall culture establishes ideals that guide a wide range of member behaviors, the ethical climate focuses specifically on issues of right and wrong. They continue to emphasize that the ethical climate of an organization is its character or conscience. Codes of conduct and ethics policies, top management's actions on ethical issues, the values and moral development and personal moral philosophies of coworkers, and the opportunity for misconduct all contribute to an organization's ethical climate. In fact, the ethical climate actually determines whether certain issues and decisions are perceived as having an ethical component (Ferrell and Peterson, 2004).

In a separate study, Vardi (2001) examined the ethical climate that was prevalent in a metal-products company that employed 138 individuals, and determined there was a strong negative relationship between the ethical climate of the organization and the organizational misbehavior that was observed. Organizational misbehavior was defined as any intentional action by members of organizations that defies and violates shared organizational norms and core societal values (Vardi, 2001). In addition, regression analysis revealed, that ethical climate has more of an immediate impact on behavior than overall organizational climate (Vardi, 2001).

In an effort to create a positive organizational ethical climate, some organization organizations insist on hire employees whose values match their own. Some organizations even

measure potential employees' values during the hiring process and strive to hire individuals who "fit" within the ethical climate rather than those whose beliefs and values differ significantly. Some organization leaders believe that hiring or promoting ethical managers will automatically produce an ethical organizational climate. However, individuals may have limited opportunity to apply their own personal ethics to management systems and decision making that occurs in the organization.

Organizations often reward behavior that is counter to what is generally accepted as ethical; these are referred to as counter norms (Sims, 1992). For example, being open and honest is a quality that most would agree is desirable. However, organizations often find it desirable to be secretive and deceitful. Similarly, organizations tend to reward individuals who "pass the buck", instead of taking responsibility for their actions (Sims, 1992). A possible reason for these counter norms is referred to as the "bottom-line mentality". This mentality encourages financial success at the expense of other values. According to Sims, this promotes short-term solutions that are financially sound, despite the fact that they cause problems for others within the organization or the organization as a whole (Sims, 1992). Instead of relying on legitimate morals, individuals within organizations are concerned with whether they can manage to appear ethical.

Wimbush and Shepard (1994) have suggested that the ethical climate of an organization could be used to predict not only unethical behavior, but counterproductive behavior as well. Using the Ethical Climate Questionnaire (ECQ) to determine the ethical climate of organizations of the respondents, Peterson (2002) conducted a study to determine whether deviant workplace behavior could possibly be predicted from the ethical climate of an organization. The results that he obtained indicated several correlations between the type of deviance and the climate identified in the organization. The clearest relationship was between Political Deviance and a Caring climate. The implication is that when employees feel that the organization is concerned with the welfare of its workers, they are less likely to experience, or engage in, Political Deviance.

His second classification which provided consistent results was the category of Property Deviance. This form of deviant behavior was related to the climates of Rules and Professionalism. This would indicate that organizations that do not emphasize the strict adherence to company rules and laws are more vulnerable to Property Deviance. The significant predictors of Production Deviance were the Instrumental, Independence and Caring climates. The Instrumental climate was positively correlated, indicating that organizations in which individuals were primarily concerned with protecting their own interests were more likely to suffer from such deviance. Conversely, climates of Independence and Caring were negatively correlated with Production Deviance. The final category, Personal Aggression, was not associated with any particular ethical climate, and so might be better explained by the characteristics of the individual committing the act.

2.7. Theoretical Framework

This study adopted the Social Learning Theory developed by Bandura in 1977. Bandura's Social Learning Theory focuses human behavior and how human beings acquire and maintained behavior in a variety of different environmental situation. The theory focuses on the learning that occurs within a social context. It considers that people learn from one another, including such concepts as observational learning, imitation, and modeling (Ormrod, 1999). The theory has often been called a bridge between behaviorist and cognitive learning theories because it encompasses attention, memory, and motivation. People learn through observing others' behavior, attitudes, and outcomes of those behaviors. Bandura (1977) holds that most human behavior is learned observationally through modeling: from observing others, one forms an idea of how new behaviors are performed, and on later occasions this coded information serves as a guide for action. Bandura believed in "reciprocal determinism", that is, the world and a person's behavior cause each other, while behaviorism essentially states that one's environment causes one's behavior, Bandura, who was studying adolescent aggression, found this too simplistic, and

so in addition he suggested that behavior causes environment as well. Later, Bandura soon considered personality as an interaction between three components: the environment, behavior, and one's psychological processes (one's ability to entertain images in minds and language). Ormrod (1999) lists four general principles of social learning theory. One, people can learn by observing the behavior of others and the outcomes of those behaviors. Two, learning can occur without a change in behavior. Thus learning has to be represented by a permanent change in behavior in contrast social learning theorists say that because people can learn through observation alone, their learning may not necessarily be shown in their performance. Three, cognition plays a role in learning. Over the last 30 years social learning theory has become increasingly cognitive in its interpretation of human learning. Awareness and expectations of future reinforcements or punishments can have a major effect on the behaviors that people exhibit. Last but not least, he states that Social Learning Theory can be considered a bridge or a transition between behaviorist learning theories and cognitive learning theories.

Bandura emphasizes the importance of the process of initiation and modeling in significant learning. He holds that human beings acquire most patterns of behavior by observational learning rather than by direct reinforcement and that behavior is complex interaction between the organism and its environmental situation. Bandura brands this process "reciprocal determinism". In his view, the environment influences thinking and that in turn, cognitive process influence what the person does in specific situation.

The major premise of Bandura's Social Learning Theory is that human beings learn by observing others. His work centers on personality being developed as a result of an interaction between three things. These are the environment, behavior and one's own psychological process (Drigger, not dated). Bandura believed that actions are acquired primarily by observational learning rather than by operant or classical conditions. For example, in workplace environment, employees emulate the models in the environment that are significant in his or her life. The models in this case are managers or supervisors. This may occur in indirect manner, that is,

through experiences of others hence various learning. In the naturalistic setting, Bandura identified three basic models of observational learning that he says are a key to the socialization process of learning in the models and the learners. These models could influence the way that a person learns by influencing the desire for them to act a certain way or to know the same information as a peer or those instructing, by weakening or strengthening the learner's skills in or against a particular behavior, and by showing the individual new ways of behaving (Gredler, 2005)

Bandura (1977) suggested that successful imitation of behavior is controlled by four major cognitive processes which he calls attention, retention, motoric reproduction and reinforcement. By attention, he means that the individual must attend to and process the distinctive features of the model's performance. Once these distinctive features have been perceived, the individuals must store the model's performance so that it can be recalled in the future. Bandura assumes that the observer sees a model, produce a particular behavior and then transforms what s/he sees into symbolic image which is then stored in the memory as along term record of the new response pattern. The third cognitive process of observational learning according to Bandura is motoric reproduction. This entails the observer recalling the symbolic representation of an observed pattern of behavior and uses this symbolic representation as a map to guide his or her own behavior. Finally the performance of any motoric behaviour is dependent on reinforcement and motivation. Bandura assumes that people observe and remember both specific actions and patterns and the outcome of these responses for the model. Thus if the outcome is positive, the person is likely to try the same behavior in a similar situation. The selection of a particular pattern is also dependent on the individual's own needs and wants.

Social Learning Theory has sometimes been called a bridge between behaviorist and cognitive learning theories because it encompasses attention, memory, and motivation. The theory is related to Vygotsky's Social Development Theory, which also emphasize the importance of social learning. Vygotsky's theory promotes learning contexts in which students

play an active role in learning. Roles of the teacher and student are therefore shifted, as a teacher should collaborate with his or her students in order to help facilitate meaning construction in students. Learning therefore becomes a reciprocal experience for the students and teacher (Kozulin, Gindis, Ageyev and Miller, 2003).

The Social Learning Theory has been by many scholars in the field of behavioral learning. Peel (2005) used this theory to explain the significance of behavioral learning theory to the development of effective coaching practice. Grove and Strong (2008) used the theory to explain the learning process in education. They theorize that a teacher's reactions to student responses, the way a teacher helps a student, where students are placed in the class, and how grades are given are just a few examples of the role a teacher plays in motivating a student. Rogers (2001) used the theory in his exploratory study that examined the characteristics of individuals engaged in computer criminal activity. Charbonneau, Barling, & Kelloway (2000) used the theory to explain leadership development through found that adolescents tend to mirror behavior displayed by their fathers and in turn, display these characteristics with their peers. Additionally, Zacharatos, Barling & Kelloway (2000) used the Social Learning Theory their research to determine that children who perceived their parents to be transformational tended to display these behaviors. These same adolescents were more likely thought of as transformational by their peers and coaches.

This theoretical formulation is significant in this study as it underscore the importance of observation learning in the acquisition and sustenance of ethical or unethical behaviors. Employees who are observe their leaders who are significant in their lives. Through such observation and experiences, employees internalize the behavior of leaders depending on whether the leaders' behavior is reinforced positively or not. This theoretical framework is relevant to this study as it helps to explain the role of observational learning in determining the employee workplace behavior. This study used this theory to determine the extent to which

social modeling contributes to imitation and sustenance of unethical behavior among employees of Municipal Council of Kisumu.

This study theorized that leadership is the most powerful means for transmitting values, attitudes and behaviors. Modeling leadership perspective implies that employees learn what to do, as well as what not to do, by observing their leaders' behavior and its consequences. Leaders are likely to be models by virtue of their assigned role, their status and success in the organization, and their power to affect the behavior and outcomes of followers. Clearly, modeling by leaders can influence followers to be ethical or unethical. Leaders who engage in unethical behaviors create a context supporting parallel deviance (Kemper, 1966), meaning that employees observe and are likely to imitate the inappropriate conduct.

Secondly, the study theorized that enforcement of workplace ethics has an impact on employee behaviors. Because of leaders' authority role and the power to reward and punish, employees will pay attention to and mimic leaders' behavior, and they will do what is rewarded and avoid doing what is punished in the organization. Thus, how the ethical behavior is perceived by the employees and reinforced by an organization, determines the kind of behaviors exhibited by employees.

Thirdly, the study theorized that employees will always be alert about the way they are treated at work place by their leaders. Thus employees' perceptions of justice and fairness are equally or more important than other factors in terms of their influence on ethics-related outcomes. Thus, leaders can positively or negatively impact the practice of ethical behavior by the way they treat their employees.

Last but not least, the study theorized that organizational leaders play a crucial role in creating workplace ethical climate which eventually determines employee workplace behavior. Leaders are responsible for controlling organizational values dealing with ethical issues, those that determine what is considered ethically correct make up the ethical climate of an

organization. Employees will learn which values are held in high esteem, and which are rewarded by the leadership.

2.7. Conceptual Framework

The conceptual framework for this study is represented in Figure 2.1. In the framework, modeling leadership, enforcement of code of ethics by the leadership and how leadership treats employees are the independent variable. Employee's workplace behavior is the dependent variable. Workplace ethical climate is considered as the intervening variable. In this study it is conceptualized that modeling leadership, workplace enforcement of code of ethics by the leadership, treatment of employees influence workplace behaviors of employees of Municipal Council of Kisumu.

In this study modeling leadership is characterized by leaders' actions and decisions in regard to: when leaders report and leave work, their openness and transparency and asking for or accept kickbacks or bribes. Thus, if leaders' actions and decisions are perceived by employees to be unethical, employees will resort to unethical behavior. Some employees report to work late and leave work before the stipulated time because they see their seniors do the same. If leaders are not open and transparent their juniors will do the same. Employees will accept and solicit for kickbacks or bribes from people they serve because they have seen their leaders do the same.

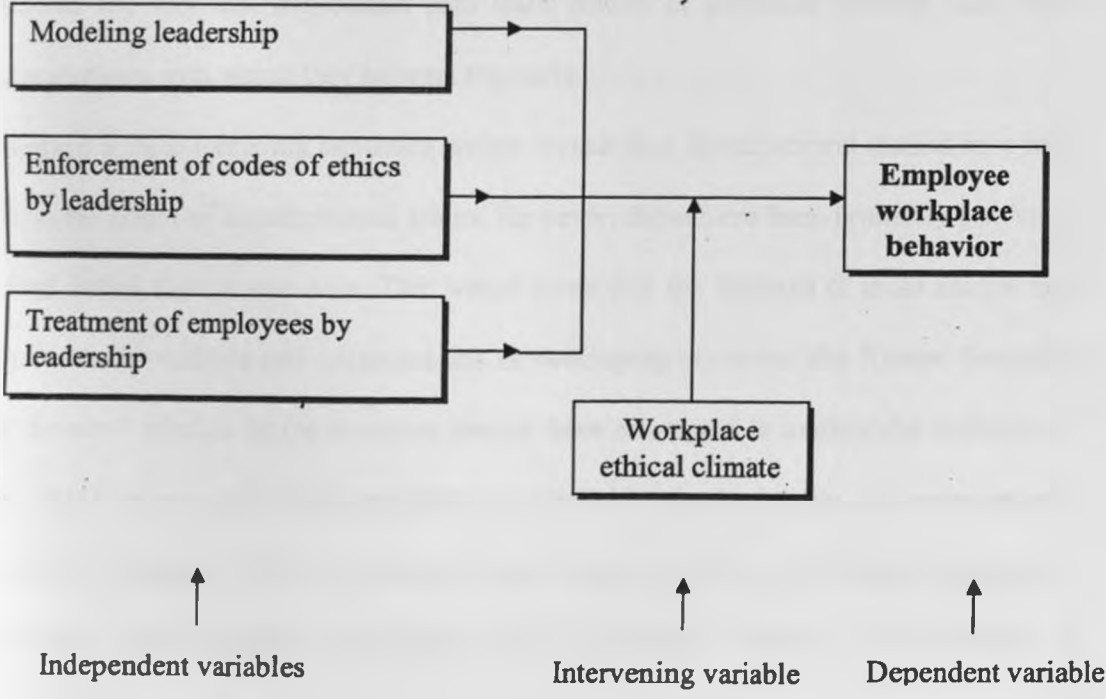
Secondly, this study conceptualizes that the way ethical behavior is perceived by individuals and reinforced by an organization leadership determines the kind of ethical behavior exhibited by employees. If the leadership does not: orientate or train staff on the codes of ethics, pay close attention to the codes of ethics or pay leading roll in establishing effective ethics communication system, or does not hold staff ethically accountable their actions or decision, then employee workplace behaviors are likely to be unethical.

Thirdly, this study conceptualizes that employees' workplace behavior will depend on how the leadership treats its workforce. If the leadership does not: consider merit in promoting

and appraising its workforce; assigns staff to different departments or sections with biasness, or subject its staff to nepotism or favoritism, then this is likely to influence staff behavior.

This study also postulates that the workplace ethical climate may intervene between the influence of leadership factors on employees' behavior. The expected employee behavioral outcome resulting from the aforementioned leadership factors will include: employees reporting late to and leaving work early, absenteeism, ineffectiveness and sluggishness, waste of organizational resources, use of office property for personal gain, asking for or accepting kickbacks from the public, staff stealing from the council, showing favoritism or nepotism among employees, sexual harassment among staff and false accusation.

Figure 2.1: Relationship between variables



2.8. Summary of Literature Review

The influence of leadership factors on the ethical conduct of individual members of the organization has been the concern of many scholars. The focus has been on the management actions of organizational leaders. The scholarly literatures tend to suggest that employees learn what to do, as well as what not to do, by observing their leaders' behavior and its consequences.

According to the Deloitte 2008 Ethics & Workplace Survey, transparency in the workplace, as described by an open and honest communication channel between employees and leadership regarding work-life issues, has a significant positive impact on workplace culture overall.

Organizational ethic scholars have also suggested that employees tend to reciprocate in response to their perceptions of fair and unfair treatment through a number of attitudes and behaviors that relate to organizational functioning. Scholars have also written that employees' perceptions of fairness are equally or more important than other factors in terms of their influence on ethics-related outcomes. How ethical behavior is perceived by individuals and reinforced by an organization determines the kind of ethical behavior exhibited by employees. People in organizations pay close attention to rewards and punishments. Finally, scholars have also considered the fact that individuals also learn ethical or unethical conduct from close colleagues and others with whom they interact regularly.

A critical look at foregoing literature review reveals that indeed several studies have been conducted on the issues of organizational ethics. However, these have been primarily conducted in the United States, Europe and Asia. This would mean that the findings of these studies may not be applicable to societies and organizations in developing countries like Kenya. Secondly, several of the cited scholars in the literature review have attempted to explain the influence of leadership, ethics enforcement, how employees are treated by the leadership and organizational ethical climate in isolation. This study intends to go beyond the efforts of the cited scholars by looking at how these variables individually and interactively influence the behaviors of employees at work place.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

In this section the research design, target population, sample size and sample selection are discussed. Data collection tool and methods that will be applied and how validity and reliability of the data collection instrument will be measured are described. Also discussed in this chapter are: data collection procedures, ethical considerations and how the collected data will be analyzed.

3.2. Research Design

This study adopted descriptive research design. Descriptive research is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation and the relationship between the variable. The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages, and other statistical calculations (wiki.answer.com). This design has been chosen because: first, the study intends to determine the possible relationships between the variables and secondly, the variables have been studied before, either independently or with other variables by various scholars. The design is also relevant for this study because it's the most widely used techniques to gather information that describes the nature and extent a specified set of data ranging from the physical counts and frequencies (Oso and Onen, 2005).

3.3. Target Population

This study was done with a population sample drawn from employees of Municipal Council of Kisumu (MCK). The MCK employees were drawn from the 10 departments of the council who are 1,024 in total categorized as follows: 69 (scale 1-10) and 955 (scale 11-19). The

study was conducted within MCK in Kisumu district which has an estimated population 406,000 and a population growth rate of 2.6% per annum (KNBS, 1999). The municipality has population density of approximately 975 persons per km² (KNBS, 1999). The municipality is bordered by Lake Victoria to the southwest, and the sugar belt and Kano irrigation scheme to the east. Currently, the council's covers an area of 40 km², however, there has been a proposal to extend this to over 400 km² (Parkman, 2008).

3.4. Sample Size and Sample Selection

Sample size is that finite part of a statistical population whose properties are studied to gain information about the whole population (Welman and Kruger, 2001). According to Babbie (2004), working with a sample reduces the length of time needed to complete a research, cuts the cost, is manageable and is almost a mirror of the sample population. According to Freedman (not dated), the sample must be chosen to fairly represent the population. This study used stratified random sampling to achieve this. A stratified random sample is a sampling plan in which a population is divided into L mutually exclusive and exhaustive strata, and a simple random sample of n elements is taken within each stratum h . The sampling is performed independently within each stratum. The main objective of stratification is to give a better cross-section of the population so as to gain a higher degree of relative efficiency (Ding, et al, not dated).

3.4.1. Sample Size

With a margin error of 5%, confidence level of 95% and response distribution of 50%, the study anticipated to interview a sample size of 279 MCK employees. Since the target population in this study was less than 10,000, i.e. 1,024, the anticipated sample size was calculated using the following formula from Mugenda and Mugenda (2003, p. 44).

$$nf = n/(1 + n)/N$$

Where: nf = the desired sample size (when the population is less than 10000)

N = the estimate of the population

n = desired sample size when the population is more than 10,000

$$n = (Z^2 pq/d^2)$$

Where: z = standard normal deviation at require confidence interval of 95%

p = proportion in target population with characteristics being used

$$q = 1 - p$$

d = the level of statistical significance set

$p = 0.5$ as recommended by Fisher et al, which assumes 50% of characteristics of interest.

$$q = 1 - p = 0.5$$

$z = 1.96$ at 95% confidence interval

$$n = (1.96)^2 (0.5 \times 0.5)/0.5 = 384$$

$$n = 384$$

$$\text{Therefore, desired sample size} = \frac{384}{1 + 384/1024} = 279$$

3.4.2. Sample Selection

Stratified random sampling was used to select the sample size. The criterion for stratification was the 10 departments of the council. A list of staff in random order was referenced in each department. The sampling interval was determined by dividing the total number of employees by the desired sample of 279 (i.e. $1,024/279 = 3.670251$, equivalent to 4). Thus, from the first randomly picked employee per department, every 4th employee in each department was selected to participate in the study. The total number of employees who was selected to participate in the study is shown in table 3.1.

Table 3.1: Sample size distribution per department

Department	Number of staff	Sample size
Town Clerk office	20	5
Town Planning	87	22
Finance/Treasurer	137	34
Engineering	241	60
Housing Development	173	43
Education	185	46
Public Health	69	17
Environment	17	4
Social Services & Housing	63	16
Children & Youth	32	8
Total	1,024	256

3.5. Research Instrument

The study used a structured questionnaire to collect data. The selection of tools for data collection in this study has been guided by the objective of the study nature, nature of data to be collected and the time available as well as. The researcher-administered questionnaire was structured into four sections. Section I captured the socio-demographic information about the respondents. It captured information on respondent's age, gender, level of education, scale of employment and duration of employment in local authority. The instrument also had matrix questions to establish the workplace ethical climate of Municipal Council of Kisumu. Respondents were asked if they had observed a list of unethical workplace behavior including: reporting late and leaving work station early, absenteeism, ineffectiveness/sluggishness, waste of resources, use of office properties for personal gain, asking or accepting kickbacks, stealing from the council, show of favoritism/nepotism, sexual harassment and false accusation of co-workers.

Section II to VI had questions based on the 5 key thematic areas of the study including, modeling leadership, enforcement of workplace ethics by leaders, and how human resource is treated by leadership, organizational ethical climate and employee behaviors. Respondents who

acknowledged the existence of the unethical workplace behavior were asked if they thought such behaviors were influenced by examples exhibited by some of the council leaders, the manner in which the council leadership enforced the council's code of ethics and the way some of the council's leaders treat their juniors. Those who thought so were asked to state the extent to which such behaviors would be attributed to the three leadership factors at 4 levels (i.e. 1=somehow attributable, 2=attributable, 3=much attributable and 4=very much attributable). Also, under each thematic area, respondents were asked to rate the council's modeling leadership, the manner in which the council leadership enforced the council's code of ethics and the way some of the council's leaders treat their juniors at 5 levels (i.e. 1=Poor, 2=below average, 3=Average, 4=Above average and 5=Good and 6=outstanding).

3.5.1. Pilot Testing

The questionnaire was pre-tested by conducting a pilot test with a sample of 10 respondents from Bondo Town Council which has a similar set up as Municipal Council of Kisumu. The pilot was conducted to find out if: the questions measured what they were supposed to measure and the respondents could understand and interpret the question correctly. The pilot was also conducted to measure how long the question would take. On average, the questionnaire took about 40 minutes to administer.

3.5.2. Validity of the Instruments

The validity of an instrument relates to the degree to which the results from a measurement correspond to the true state of the phenomena that are being measured. The choice of this tool was guided by the nature of data that was to be collected, the time available. The study questionnaire was submitted to the supervisor for validation. The supervisor reviewed the content of the items in the instrument and determined if the items were within the linguistic capabilities and understanding employees of Municipal Council of Kisumu.

3.5.3. Reliability of the Instruments

Golafshani, (2003) cites Joppe (2000) who defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study. He says that if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The study applied internal consistency test to measure the reliability of the research instrument with a pre-test sample of 10 respondents. The Kuder-Richardson 20 formula was computed using Statistical Package for Social Sciences (SPSS) application to estimate the internal consistency of the dichotomous questions that solicited for "Yes" or "No" responses. In general, an alpha of 0.80 or greater is an indicator of high internal consistency. According to the Mugenda and Mugenda (2003), the use of the Kuder-Richardson 20 formula is a more conservative estimate of reliability.

A higher coefficient implies that then items correlate highly among themselves; i.e. there is consistency among the items in the concept of interest (Mugenda and Mugenda, 2003). Similarly, the study used SPSS application to measure the reliability of the questions Likert scale type questions using the Cronbach's Alpha test with a reliability coefficient of at least 0.70. Questions that were found to be inconsistent were either modified or eliminated.

3.6. Data Collection Procedures

The study used questionnaires as the main tool of collecting data from the 207 employees of Municipal Council of Kisumu. Two interviewers were trained on questionnaire administration to assist with data collection. Respondents were first orally consented before being interviewed. Research authorization was sought before the study was conducted from the National Council of Science and Technology (NCST). Other letters of authorizations were sought from the Kisumu East District Commissioner. A written letter to allow the research to be conducted with Municipal Council of Kisumu employees was gotten from the Council's Town Clerk's office.

3.7. Data Analysis Techniques

According to Bryman and Cramer (199), data analysis seeks to fulfill the research objectives and provide answers to research questions. Information obtained from the questionnaires were checked, verified and entered into a computer. Data cleaning and analysis was done using SPSS database. Quantitative data output was obtained by cross tabulations and frequencies of individual variables. Descriptive statistics such as frequencies, percentages, means, standard deviation and kurtosis were used to describe the data. Output from data analysis was presented in the form of tables.

3.8. Ethical Considerations

Participation in the study was purely voluntarily. The interviews were conducted in private place to ensure that no other person listened to the interviews. Respondents were orally consented and were guaranteed absolute anonymity and confidentiality due to the sensitive nature of the ethics survey. The interviews were conducted in private place to ensure that no other person listened to the interviews. Respondents were assured that the information obtained them will only be used for purposes of the study and that their names would not be linked to the information they give. Respondents' assured that their names would not be written on the questionnaire or the study report. It was made clear the respondents that they would not directly benefit for taking part in the interviews. However, the information they give will be of help the research come up with findings that will be useful in the management of the Municipal Council of Kisumu. The questionnaires with information obtained from the respondents will be destroyed after 2 years.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION, AND DISCUSSION

4.1. Introduction

The chapter presents the findings of the study, interpretation and discussion of the data. The collected data was analyzed using SPSS. The findings are presented in tables. Respondent's socio-demographic characteristics are presented first. This is followed by presentation of findings under the thematic areas of the study including: modeling leadership, enforcement of councils' codes of ethic by the leadership, treatment of employees by leadership and organizational ethical climate.

4.2. Questionnaire Return Rate

Response rate refers to the percentage of subjects who responded to the questionnaire. According to Mugenda and Mugenda (2003), a response rate of 70.0% and over is very good. The study anticipated to collect data from 256 respondents. However, a total of 207 respondents were interviewed. Thus the questionnaire return rate was 80.9%. The number of respondents interviewed per department is as shown in table 4.1.

Table 4.1: Questionnaire Return Rate per Department

Department	Expected	Interviewed	Percent
Town Clerk office	5	4	80.0
Town Planning	22	17	77.3
Finance/Treasurer	34	27	79.4
Engineering	60	48	80.0
Housing Development	43	36	83.7
Education	46	37	80.4
Public Health	17	15	88.2
Environment	4	3	75.0
Social Services & Housing	16	14	87.5
Children & Youth	8	6	75.0
Total	256	207	80.9

4.3. Demographic Characteristics of Respondents

4.3.1. Distribution of Respondents by Gender

A total of 207 employees of Municipal Council of Kisumu employees were interviewed of which 58.0% and 42.0% were male and female respectively.

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	120	58.0
Female	87	42.0
Total	207	100.0

4.3.2. Distribution of Respondents by Age Category

The minimum, maximum, mean and mode ages of the respondents were aged 21, 54 and 39 years old respectively. The mean age of the respondents was 37.69 years with a Standard Deviation of ± 7.012 . Majority of those who were interviewed were aged between 30 and 39 years as shown in table 4.2.

Table 4.3: Distribution of Respondents by Age Category

Age	Frequency	Percent
20 - 29 years	27	13.0
30 - 39 years	102	49.3
40 - 49 years	70	33.8
50 - 59 years	8	3.9
Total	207	100.0

4.3.3. Distribution of Respondents by Level of Education

A greater proportion of those who were interviewed had attained at least some secondary education with 126 (60.9 %) attaining post-secondary education as shown in table 4.3.

Table 4.4: Distribution of Respondents by Level of Education

Level Education	Frequency	Percent
Primary level (not completed)	11	5.3
Primary level (completed)	12	5.8
Secondary level (not completed)	20	9.7
Secondary level (completed)	48	18.4
Post secondary level	126	60.9
Total	207	100.0

4.3.4. Distribution of Respondents by Duration of Employment

A total of 164 (79.2 %) respondents interviewed fall under job scale 11 and above while 43 (20.8 %) respondents were in job scale 10 and below as shown in table 4.4. Majority of the respondent had worked for the council for between 5 and 9 years.

Table 4.5: Distribution of Respondents by Duration of Employment

	Frequency	Percent
1 year or less	4	1.9
2 - 4 years	37	17.9
5 - 9 years	93	44.9
10 - 14 years	51	24.6
15 - 19 years	19	9.2
20 years plus	3	1.4
Total	207	100.0

4.4. Influence of Modeling Leadership on Employee Workplace Behavior

To establish if the council leadership exhibits modeling leadership or not, respondents were asked if they had seen some of their leaders go against the council's code of ethics like reporting to work late and leaving early, not being open and transparent and asking for bribes and accepting kickbacks. A total of 97 (46.9%) of the respondent reported that some of their leaders report to work late and sneak out early. A significant number of the respondents, i.e. 121

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Primary level (completed)	12	5.8
Secondary level (not completed)	20	9.7
Secondary level (completed)	48	18.4
Post secondary level	126	60.9
Total	207	100.0

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Cases of bribery and accepting of kickbacks among the council’s leaders was reported by 88 (53.7%) of the respondents. Generally, 93 (44.9%) of the respondents rated the modeling leadership of the council as average and 58 (28.0%) rated it as above average as shown in table 4.6.

Table 4.6: Rating of Modeling Leadership of the MCK

	Frequency	Percent
Poor	6	2.9
Below average	14	6.8
Average	93	44.9
Above average	58	28.0
Good	36	17.4
Total	207	100

Respondents were then asked if the unethical conducts they have observed among staff are influenced by the examples exhibited by some of the leaders and to what extent they would attribute such behaviors to the modeling leadership.

4.4.1. Modeling Leadership and Reporting Late to and Leaving Work Early

Of the 97 respondents who confirmed that lateness and leaving work earlier than required in common among the council employees, 59 (60.8%) linked this unethical workplace behavior to observed behavior of some of the council leaders. A total of 38 (64.4%) and 13 (22.0%) of the 59 respondents felt that such behavior among employees was attributable and much attributable, respectively, to the examples shown by some of the leaders as show in table 4.7.

Table 4.7: Modeling Leadership and Reporting Late to and Leaving Work Early

		Frequency	Percent
Do you think that employees' behavior of reporting to work late to and leaving work early is influenced by example set by some council leaders?	No	36	37.1
	Yes	59	60.8
	Don't know	2	2.1
	Total	97	100.0
Extent to which reporting to work late and leaving work early is attributable to examples set by some of the council's leaders.	Somehow attributable	7	11.9
	Attributable	38	64.4
	Much attributable	13	22.0
	Very much attributable	1	1.7
Total	59	100.0	

4.4.2. Modeling Leadership and Absenteeism

Of the 99 respondents who had observed that absenteeism was very common among the council staff, a total of 37 (34.4%) thought that this unethical workplace behavior and possibly influenced by similar actions among some of the council leaders. A total of 24 (67.5%) and 5 (16.2%) of the 37 respondents thought that such behavior among employees was attributable and somehow attributable, respectively, to the examples shown by some of the leaders as show in table 4.8.

Table 4.8: Modeling Leadership and Absenteeism

		Frequency	Percent
Is employee absenteeism influenced by example shown by some council leaders?	No	55	55.6
	Yes	37	34.4
	Don't know	7	7.1
	Total	99	100.0
Extent to which employee absenteeism is attributable to examples set by some council leaders?	Somehow attributable	5	16.2
	Attributable	21	67.6
	Much attributable	4	13.5
	Very much attributable	1	2.7
Total	37	100.0	

4.4.3. Modeling Leadership and Ineffectiveness and Sluggishness

Out of the 68 respondents who had observed ineffectiveness and sluggishness among the council employees, 44 (64.7%) acknowledged that such unethical behavior among employees was influenced by the example set by some of the council leaders. A total of 27 (61.4%) and 12 (27.2%) of the 44 respondents thought that such behavior among employees was much attributable and attributable respectively to the examples shown by some of the leaders as show in table 4.9.

Table 4.9: Modeling Leadership and Ineffectiveness and Sluggishness

		Frequency	Percent
Is employee ineffectiveness and sluggishness influenced by behavior set by some of the council leaders?	No	24	35.3
	Yes	44	64.7
	Total	68	100.0
Extent to which employee absenteeism is attributable to examples set by some of the council leaders.	Somehow attributable	5	11.4
	Attributable	12	27.2
	Much attributable	27	61.4
	Total	44	100.0

4.4.4. Modeling Leadership and Waste of Resources

Of the 52 respondents who reported cases of wastage of council's resources among the council's employees, 24 (46.2%) acknowledged that this unethical behavior among council's employees is influenced by the example set by some of the council leaders. A total of 14 (58.3%) and 5 (20.8%) of the 52 respondents thought that such behavior among employees was attributable and somehow attributable, respectively, to the examples shown by some of the leaders as show in table 4.10.

Table 4.10: Modeling Leadership and Waste of Resources

		Frequency	Percent
Is wastage of council's resources by employees influenced by examples set by some council leaders?	No	27	51.9
	Yes	24	46.2
	Don't know	1	1.9
	Total	52	100.0
Extent to which wastage of council's resources by employees is attributable to examples set by some council leaders.	Somehow attributable	5	20.8
	Attributable	14	58.3
	Much attributable	3	12.5
	Very much attributable	2	8.4
	Total	44	100.0

4.4.5. Modeling Leadership and Use of Office Properties for Personal Gain

Of the 75 respondents who agreed that use of office properties for personal gain among the council employees were vivid, 52 (69.3%) said that this behavior was influenced by example set by some of the council leaders. A total of 30 (57.7%) and 10 (19.2%) of the 52 respondents thought that such behavior among employees was attributable and much attributable, respectively, to the examples shown by some of the leaders as show in table 4.11.

Table 4.11: Modeling Leadership and Use of Office Properties for Personal Gain

		Frequency	Percent
Is use of office properties for personal gains by employees influenced by examples set by some council leaders?	No	23	30.7
	Yes	52	69.3
	Total	75	100.0
Extent to which use of office properties for personal gains by employees is attributable to example set by some of the council leaders?	Somehow attributable	7	13.5
	Attributable	30	57.7
	Much attributable	10	19.2
	Very much attributable	5	9.6
	Total	52	100.0

4.4.6. Modeling Leadership and Asking for Bribes and Accepting Kickbacks

Of the 75 respondents who had acknowledged that cases of bribe taking and asking for kickbacks from the public among the council employees were vivid, 48 (64.0%) said that this behavior was influenced by example set by some of the council leaders. A total of 21 (43.8%) and 14 (29.2%) of the 48 respondents thought that such behavior among employees was attributable and somehow attributable, respectively, to the examples shown by some of the leaders as show in table 4.12.

Table 4.12: Modeling Leadership and Asking for Bribes and Accepting Kickbacks

		Frequency	Percent
Is asking bribes and asking for kickbacks by employees influenced by examples set by some council leaders?	No	27	35.1
	Yes	48	64.0
	Total	75	100.0
Extent to which asking bribes and asking for kickbacks by employees by employees is attributable to example set by some of the council leaders?	Somehow attributable	7	14.6
	Attributable	21	43.8
	Much attributable	14	29.2
	Very much attributable	6	12.5
	Total	77	100.0

4.4.7. Modeling Leadership and Stealing from the Council

Out of the 70 respondents who confirmed that there were cases of employees stealing from the council, 37 (52.9%) respondents said that this behavior influenced by the example set by some of the council leaders. A total of 21 (56.8%) and 9 (24.3%) of the 37 respondents thought that such behavior among employees was attributable and somehow attributable, respectively, to the examples shown by some of the leaders as show in table 4.13.

Table 4.13: Modeling Leadership and Stealing from the Council

		Frequency	Percent
Is the behavior of stealing from the council by employees influenced by examples set by some council leaders?	No	33	47.1
	Yes	37	52.9
	Total	70	100.0
Extent to which stealing from the council by employees is attributable the example set by some of the council leaders.	Somehow attributable	9	24.3
	Attributable	21	56.8
	Much attributable	4	10.8
	Very much attributable	3	8.1
	Total	37	100.0

4.4.8. Modeling Leadership Show of Favoritism/Nepotism

Of the 124 respondents who were affirmative that nepotism and favoritism among council employees was common, 94 (72.8%) said that this unethical behavior was influenced by example set by some of the council leaders. A total of 56 (59.6%) and 25 (26.6) of the 94 respondents thought that such behavior among employees was attributable and much attributable, respectively, to the examples shown by some of the leaders as show in table 4.14.

Table 4.14: Modeling Leadership and Show of Favoritism/Nepotism

		Frequency	Percent
Is nepotism and favoritism among employees influenced by example set by some of the council leaders?	No	30	24.2
	Yes	94	72.8
	Total	124	100.0
Extent to which nepotism and favoritism among employees is attributable to example set by some council leaders?	Somehow attributable	6	6.4
	Attributable	56	59.6
	Much attributable	7	7.4
	Very much attributable	25	26.6
	Total	94	100.0

4.4.9. Modeling Leadership Sexual Harassment

Only 5 (15.2%) out of 33 respondents who said that there were cases of sexual harassment among employees of the council said that this behavior is influenced by example set by some of the council leaders. The same number of respondents, 5 (100.0%), thought that such behavior among employees was somehow attributable to the examples shown by some of the leaders as show in table 4.15.

Table 4.15: Modeling Leadership and Sexual Harassment

		Frequency	Percent
Is sexual harassment among employees influenced by example set by some of the council leaders?	No	28	84.8
	Yes	5	15.2
	Total	33	100.0
Extent to which sexual harassment among employees is attributable to example set by some of the council leaders	Somehow attributable	5	100.0
	Total	5	100.0

4.4.10. Modeling Leadership and False Accusation of Co-workers

Out of the 71 respondents who admitted that cases of false accusation was common among employees of the council and confirmed only 31 (43.7%) respondents said that this unethical workplace behavior is influenced by example set by some of the council leaders. A total of 25 (80.6%) of the 31 respondents thought that such behavior among employees was somehow attributable to the examples shown by some of the leaders as show in table 4.16.

Table 4.16: Modeling Leadership and False Accusation of Co-workers

		Frequency	Percent
Is nepotism sexual harassment among employees influenced by example set by some council leaders?	No	39	54.9
	Yes	31	43.7
	Don't know	1	1.4
	Total	33	100.0
Extent to which sexual harassment among employees is attributable to example set by some council leaders.	Somehow attributable	25	80.6
	Attributable	6	19.4
	Total	31	100.0

In this study: a total of 46.9% of the respondent reported that some of their leaders report to work late and leave earlier before the clocking out time. A significant number of the respondents, i.e. 58.5% were of the opinion that the council leadership does not operates in an open and transparent manner. Cases of bribery and accepting of kickbacks among the council's leaders was reported by 53.7% of the respondents. Nearly half of the respondents, i.e. 44.9%, rated the modeling leadership of the council as just average. A significant proportion of the respondents agreed that the council's modeling leadership influences the workplace behavior of the council's employees.

The findings show that organizational leaders should be a key source of such guidance due to their proximity to their followers and their power to influence subordinate outcomes. This conforms to findings of National Business Ethics Survey in which majority of respondents agreed that their supervisors and executive leaders model their ethical behavior (Joseph, 2000). In support of these finding, Hussein (2007) assertion that ethical leadership combines both ethical action and decision-making and that organizational leadership has a huge responsibility in setting examples for their juniors and should live the values they preach if they want to sustain a culture of ethics. Thus, any attempts by organization leaders to create an ethical atmosphere will have little effect on the ethical attitude and behavior of employees if the leadership does not practice what it preaches (Wulfson, 1998). According to the Institute of Certified Professional

Managers (2008), openness and transparency create a more values-base organization. In this study, a significant proportion of the respondents, i.e. 58.5%, did not agree that the council leadership operates in an open and transparent manner. The Deloitte 2008 Ethics & Workplace Survey revealed a strong relationship between greater openness and transparency by leadership and ethical behavior at work. In fact, in the Deloitte survey, 84.0% of the respondents agreed that openness and transparency by leadership contributed to a more ethical workplace. Thus, openness and transparency in the workplace, as described by an open and honest communication channel between employees and leadership regarding work-life issues may have a significant positive impact on employees' workplace behavior.

4.5. Influence of Enforcement of Code of Ethics on Employee Workplace Behavior

To establish the effectiveness of the council's leadership in enforcing the council's code of ethics, respondents were asked if: they were given orientation or trained on the code of ethics, the leadership pays close attention to the council's codes of ethics, the leadership established an effective ethics communication system in the council, the leadership aggressively hold accountable those who violate the council's code of ethics. A total of 141 (68.1%) of the respondents were not affirmative. Another 95 (60.5%) of respondents do not think that the council's leadership pays close attention to the council's codes of ethics. Slightly above half of the respondents, i.e. 109 (52.7%) said that the council's leadership has not succeeded in establishing an effective ethics communication system in the council. Another 113 (54.63%) respondents have observed that the council's leadership does not aggressively hold accountable those who violate the council's code of ethics. Generally, 95 (45.9%) of the respondents rated how the leadership enforces the code of ethics of the council as average and 46 (22.2%) rated it as above average as shown in table 4.17.

Table 4.17: Rating of Enforcement of Code of Ethics by Leaders

	Frequency	Percent
Poor	7	3.4
Below average	35	16.9
Average	95	45.9
Above average	46	22.2
Good	24	11.6
Total	207	100

Respondents were then asked if the unethical conducts they have observed among staff are influenced by how the leadership enforces the code of ethics of the council and to what extent they would attribute such behaviors to it.

4.5.1. Enforcement of Code of Ethics and Reporting Late to and Leaving Work Early

Of the 97 respondents who confirmed that lateness and leaving work earlier than required in common among the council employees, 50 (51.5%) saw a relationship between this unethical workplace behavior and how the leadership enforces the code of ethics of the council. A total of 24 (48.60%), 10 (20.%) and 9 (18.0%) of the 50 respondents thought that such behavior among employees was attributable, much attributable and somehow attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.18.

Table 4.18: Enforcement of Code of Ethics and Reporting Late to and Leaving Work Early

		Frequency	Percent
Is employee reporting to work late to and leaving work early influenced by how the leadership enforces the code of ethics of the council?	No	46	47.4
	Yes	50	51.5
	Don't know	1	1.0
	Total	97	100.0
Extent to which reporting to work late and leaving work early is attributable to enforcement of code of ethics by leaders.	Somehow attributable	9	18.0
	Attributable	24	48.0
	Much attributable	10	20.0
	Very much attributable	7	14.0
	Total	50	100.0

4.5.2. Enforcement of Code of Ethics and Absenteeism

Only 21 (21.2%) of the 99 respondents who had observed that absenteeism was very common among the council staff, said that this unethical workplace behavior is influenced by how the leadership enforces the code of ethics of the council. Of this a total of 8 (38.1%), 6 (28.6%) and 9 (18.0%) thought that such behavior among employees was attributable, and somehow attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.19.

Table 4.19: Enforcement of Code of Ethics and Absenteeism

		Frequency	Percent
Is employee absenteeism influenced by how the leadership enforces the code of ethics of the council?	No	77	77.8
	Yes	21	21.2
	Total	99	100.0
Extent to which employee absenteeism is attributable to enforcement of code of ethics by leaders?	Somehow attributable	6	28.6
	Attributable	8	38.1
	Much attributable	4	19.0
	Very much attributable	3	14.3
	Total	21	100.0

4.5.3. Enforcement of Code of Ethics and Ineffectiveness and Sluggishness

Out of the 68 respondents who had observed ineffectiveness and sluggishness among the council employees, 26 (38.2%) were of the opinion that this unethical behavior among employees is influenced by how the leadership enforces the code of ethics of the council. Of this a total of 13 (50.0%) and 7 (26.9%) thought that this behavior was attributable and much attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.20.

Table 4.20: Enforcement of Code of Ethics and Ineffectiveness and Sluggishness

		Frequency	Percent
Is employee ineffectiveness and sluggishness influenced by enforcement of code of ethics by leaders?	No	42	61.8
	Yes	26	38.2
	Total	68	100.0
Extent to which employee ineffectiveness and sluggishness is attributable to enforcement of code of ethics by leaders.	Somehow attributable	2	7.7
	Attributable	13	50.0
	Much attributable	7	26.9
	Very much attributable	4	15.4
	Total	26	100.0

4.5.4. Enforcement of Code of Ethics and Waste of resources

Of the 52 respondents who reported cases of wastage of council's resources among the council's employees, 28 (58.8%) acknowledged that this unethical behavior among council employees is influenced by how the leadership enforces the code of ethics of the council. Out of this, a total of 16 (57.1%) and 12 (42.9%) thought that such behavior among employees was attributable and somehow attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.21.

Table 4.21: Enforcement of Code of Ethics and Waste of resources

		Frequency	Percent
Is wastage of council's resources by employees influenced by enforcement of code of ethics by leaders?	No	24	46.2
	Yes	28	58.8
	Total	52	100.0
Extent to which wastage of council's resources by employees is attributable to enforcement of code of ethics by leaders.	Somehow attributable	16	57.1
	Attributable	12	42.9
	Total	28	100.0

4.5.5. Enforcement of Code of Ethics and Use of Office Properties for Personal Gain

Of the 75 respondents who had acknowledged cases use of office properties for personal gain, 25 (33.3%) said that this behavior is influenced by how the leadership enforces the code of ethics of the council. Out of this, a total of 13 (52.0%), 6 (24.0%) and 5 (20.0%) thought that such behavior is attributable, somehow attributable and very much attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.22.

Table 4.22: Enforcement of Code of Ethics and Use of Office Properties for Personal Gain

		Frequency	Percent
Is use of office properties for personal gains by employees influenced by enforcement of code of ethics by leaders?	No	50	66.7
	Yes	25	33.3
	Total	75	100.0
Extent to which use of office properties for personal gains by enforcement of code of ethics by leaders?	Somehow attributable	6	24.0
	Attributable	13	52.0
	Much attributable	1	4.0
	Very much attributable	5	20.0
	Total	25	100.0

4.5.6. Enforcement of Code of Ethics and Asking for bribes and accepting kickbacks

Of the 75 respondents who had acknowledged that cases of bribe taking and asking for kickbacks from the public among the council employees were vivid, 34 (45.3%) said that this

behavior was influenced by example set by some of the council leaders. Out of this, a total of 22 (64.7%) thought that such behavior is attributable to how the leadership enforces the code of ethics of the council as show in table 4.23.

Table 4.23: Enforcement of Code of Ethics and Asking for Bribes and Accepting Kickbacks

		Frequency	Percent
Is asking bribes and asking for kickbacks by employees influenced by examples set by some council leaders?	No	41	54.7
	Yes	34	45.3
	Total	75	100.0
Extent to which asking bribes and asking for kickbacks by employees by employees is attributable to example set by some of the council leaders?	Attributable	22	64.7
	Much attributable	8	23.5
	Very much attributable	4	11.8
	Total	34	100.0

4.5.7. Enforcement of Code of Ethics and Stealing from the Council

Out of the 70 respondents who confirmed that there were cases of employees stealing from the council, 33 (47.1%) respondents said that this behavior is influenced by how the leadership enforces the code of ethics of the council. Of this, a total of 21 (63.6%) thought that such behavior among employees was attributable, and somehow attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.24.

Table 4.24: Enforcement of Code of Ethics and Stealing from the Council

		Frequency	Percent
Is stealing from the council by employees influenced by enforcement of code of ethics by leaders?	No	37	52.9
	Yes	33	47.1
	Total	70	100.0
Extent to which stealing from the council by employees is attributable to enforcement of code of ethics by leaders?	Somehow attributable	3	9.1
	Attributable	21	63.6
	Much attributable	4	12.1
	Very much attributable	5	15.2
	Total	33	100.0

4.5.8. Enforcement of Code of Ethics and Show of Favoritism/Nepotism

A total of 54 (43.5%) of the 124 respondents who were affirmative that nepotism and favoritism among council employees was common said that this unethical behavior is influenced by how the leadership enforces the code of ethics of the council. Of this, a total of 23 (42.5%) and 17 (31.5%) thought that such behavior among employees was attributable, and somehow attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.25.

Table 4.25: Enforcement of Code of Ethics and Show of Favoritism/Nepotism

		Frequency	Percent
Is nepotism and favoritism among employees influenced by enforcement of code of ethics by leaders?	No	68	54.8
	Yes	54	43.5
	Don't know	2	1.6
	Total	124	100.0
Extent to which nepotism and favoritism among employees is attributable to enforcement of code of ethics by leaders?	Somehow attributable	17	31.5
	Attributable	23	42.6
	Much attributable	9	16.7
	Very much attributable	5	9.3
	Total	54	100.0

4.5.9. Enforcement of Code of Ethics and Sexual Harassment

Only 8 (24.2%) out of 33 respondents who said that there were cases of sexual harassment among employees of the council said that this behavior is influenced by how the leadership enforces the code of ethics of the council. Of this, a total of 6 (75.0%) thought that such behavior among employees was attributable to how the leadership enforces the code of ethics of the council as show in table 4.26.

Table 4.26: Enforcement of Code of Ethics and Sexual Harassment

		Frequency	Percent
Is sexual harassment among employees influenced by enforcement of code of ethics by leaders?	No	24	72.7
	Yes	8	24.3
	Don't know	1	3.0
	Total	33	100.0
Extent to which sexual harassment among employees is attributable to enforcement of code of ethics by leaders.	Somehow attributable	6	75.0
	Attributable	2	25.0
	Total	8	100.0

4.5.10. Enforcement of Code of Ethics and False Accusation of Co-workers

Of the 71 of the respondents admitted that cases of false accusation was common among employees of the council and confirmed only 26 (36.6%) respondents said that this unethical workplace behavior is influenced by how the leadership enforces the code of ethics of the council. Out of this, a total of 13 (50.0%) and 11 (42.3%) thought that such behavior among employees was attributable, and somehow attributable, respectively, to how the leadership enforces the code of ethics of the council as show in table 4.27.

Table 4.27: Enforcement of Code of Ethics and False Accusation of Co-workers

		Frequency	Percent
Is false accusation of co-workers influenced by enforcement of code of ethics by leaders?	No	43	60.6
	Yes	26	36.6
	Don't know	2	2.8
	Total	71	100.0
Extent to which accusation of co-workers influenced is attributable to enforcement of code of ethics by leaders.	Somehow attributable	13	50.0
	Attributable	11	42.3
	Much attributable	2	7.7
	Total	26	100.0

Schwartz (2001) noted that corporate codes of conduct are a potential factor that has impact on the behavior of employees and managers. However, just the mere presence of codes of conduct and the knowledge that such codes exist positively influences behavior within an organization (Adams, Tashchian, & Stone, 2001). The leadership needs to establish an effective and consistent ethics enforcement system. This study established that nearly $\frac{3}{4}$, i.e. 66.2% of the respondents rated how the leadership enforces the code of ethics of the council as: poor (3.4%), below average (16.9%) and just average (45.9%). Slightly above half of the respondents, i.e. 52.7% said that the council's leadership has not succeeded in establishing an effective ethics communication system in the council. In this study, 54.63% respondents have observed that the council's leadership does not aggressively hold accountable those who violate the council's code of ethics while a significant proportion of respondents, i.e. 37.0% had observed that some employees in the council do not get punished for their unethical conducts. About 60.0% of respondents thought that the council's leadership does not pay close attention to the council's codes of ethics. Based on this, it can be stated that the ethics enforcement system of the council by the leadership is somehow weak and this could be a major factor that influences employees' behavior at work.

These findings conform to the study conducted by Sakyi and Bawole (2009) in the public sector in Anglophone West African countries. In this study respondents were asked about the role and general attitude of their superiors to the implementation of code of conduct in their various organizations. Participants reported that senior public managers habitually paid lip-service to the practice of code of conduct. This opinion was popular and very strong among respondents, nearly 65% (21 out of 35) of the interviewees strongly agree that most leaders in the public service only paid lip- service to issues of standard of behaviour and that they were not committed in anyway to the effective implementation of code of conduct. This opinion was strongest among Nigerians, Sierra Leonean and Ghanaian participants. Lack of exemplary and commitment leadership was mentioned as a major obstacle to the practice of the public service

code. Connected to the problem was the way senior public servants practice the code of conduct in the course of their work. According to some respondents, what their bosses do is very important because has great influence on them.

Staff orientation on organizational codes of ethics is a key instrumental process that cultivates good ethical behaviors among staff in an organizational set up as stated by Pateria (not dated). Thus managers or leaders should provide direction by fostering communication, actively encouraging ethical decision making and training employees to make ethical decisions. The results of this study showed that a total of 68.1% of the respondents were not given orientation or trained on the council's code of ethics when they joined the council. Lack of education and orientation of public sector employees, specifically junior and auxiliary staff, on the public codes of conduct has been identified as the main barrier when it comes to the implementation or enforcement of codes of conduct (Sakvi and Bawol, 2009).

4.6. How Employees are Treatment and their Workplace Behavior

To establish how the leadership treats its employees, respondents were asked if: staff promotion is conducted fairly and on merit, staff do get assigned to departments which are fairly, leaders exhibit nepotism and favoritism and if staff are punished for their unethical conducts without discrimination. On staff promotion, 90 (57.3%) respondents did not think that staff promotion is conducted fairly. When asked if some staff do get assigned to departments fairly, 73 (44.2%) did not agree. Show of nepotism or favoritism among the council leaders was acknowledged by 117 (72.7%) respondents. A significant number of respondents, i.e. 57 (37.0%) had observed that some employees in the council do not get punished for their unethical conducts. Generally, 90 (43.5%) of the respondents rated how the leadership treats it employees as below average and 66 (31.9%) rated it as average as shown in table 4.28.

Table 4.28: Rating of how Leadership Treats its Employees

	Frequency	Percent
Poor	4	1.9
Below average	90	43.5
Average	66	31.9
Above average	26	12.6
Good	21	10.1
Total	207	100

Respondents were then asked if the unethical conducts they have observed among staff are influenced by how the leadership treats its juniors and to what extent they would attribute such behaviors to it.

4.6.1. How Employees are Treatment by Leaders and Reporting Late to and Leaving Work Early

A total of 41 (42.3%) out of the 97 respondents who confirmed that lateness and leaving work earlier than required in common among the council employees saw a relationship between this unethical workplace behavior and how council staff are treated. Out of this, a total of 20 (48.8%) and 11 (26.8%) thought that such behavior among employees was attributable and somehow attributable, respectively, to how council staff are treated as show in table 4.29.

Table 4.29: How Employees are Treatment by Leaders and Reporting Late to and Leaving Work Early

		Frequency	Percent
Is employee reporting to work late to and leaving work early influenced by how leadership treats its employees?	No	54	55.7
	Yes	41	42.3
	Don't know	2	2.1
	Total	97	100.0
Extent to which reporting to work late and leaving work early is attributable to how leadership treats its employees.	Somehow attributable	11	26.8
	Attributable	20	48.8
	Much attributable	5	12.2
	Very much attributable	5	12.2
	Total	41	100.0

4.6.2. How Employees are Treatment by Leaders and Absenteeism

A total of 38 (38.48%) out of the 99 respondents who had observed absenteeism as a common behavior common among the council staff believed that this behavior is influenced by the way the leadership treats it employees. Out of this, a total of 25 (65.8%) and 9 (23.7%) thought that such behavior among employees was attributable and somehow attributable, respectively, to how council staff are treated as show in table 4.30.

Table 4.30: How Employees are Treatment by Leaders and Absenteeism

		Frequency	Percent
Is employee absenteeism influenced by how leadership treats its employees?	No	60	60.6
	Yes	38	38.4
	Don't know	1	1.0
	Total	99	100.0
Extent to which employee absenteeism is attributable to how leadership treats its employees?	Somehow attributable	9	23.7
	Attributable	25	65.8
	Much attributable	1	2.6
	Very much attributable	3	7.9
	Total	38	100.0

4.6.3. How Employees are Treatment by Leaders and Ineffectiveness and Sluggishness

Out of the 68 respondents who had observed ineffectiveness and sluggishness among the council employees, 36 (52.9%) associated this unethical behavior with the way the leadership treats it employees. Out of this, a total of 16 (44.48%) thought that such behavior among employees was attributable to how council staff are treated as show in table 4.31.

Table 4.31: How Employees are Treatment by Leaders and Ineffectiveness and Sluggishness

		Frequency	Percent
Is employee ineffectiveness and sluggishness influenced by how leadership treats its employees?	No	32	47.1
	Yes	36	52.9
	Total	68	100.0
Extent to which employee ineffectiveness and sluggishness is attributable to how leadership treats its employees.	Somehow attributable	5	13.9
	Attributable	16	44.4
	Much attributable	9	25.0
	Very much attributable	6	16.7
	Total	36	100.0

4.6.4. How Employees are Treatment by Leaders and Waste of Resources

Of the 52 respondents who reported cases of wastage of council's resources among the council's employees, 15 (30.2%) acknowledged that this unethical behavior among council's employees is influenced by how the leadership treats it employees. Out of this, a total of 9 (56.3%), 4 (25.0%) and 2 (18.8%) thought that such behavior among employees was somehow attributable, much attributed and attributable, respectively, to how council staff are treated as show in table 4.32.

Table 4.32: How Employees are Treatment by Leaders and Waste of Resources

		Frequency	Percent
Is wastage of council's resources by employees influenced by how leadership treats its employees?	No	35	66.0
	Yes	15	30.2
		2	3.8
	Total	52	100.0
Extent to which wastage of council's resources by employees is attributable to how leadership treats its employees.	Somehow attributable	9	56.3
	Attributable	2	18.8
	Much attributable	4	25.0
	Total	15	100.0

4.6.5. How Employees are Treatment by Leaders and Use of Office Properties for Personal Gain

Out of the 75 respondents who had acknowledged that cases of use of office properties for personal gain among the council employees were vivid, 24 (32.0%) said that this behavior is influenced by the way the leadership treats it employees. Out of this, a total of 12 (50.0%) and 9 (37.5%) thought that such behavior among employees was attributable and somehow attributable, respectively, to how council staff are treated as show in table 4.33.

Table 4.33: How Employees are Treatment by Leaders and Use of Office Properties for Personal Gain

		Frequency	Percent
Is use of office properties for personal gains by employees influenced by how leadership treats its employees?	No	49	65.3
	Yes	24	32.0
	Don't know	2	2.7
	Total	75	100.0
Extent to which use of office properties for personal gains by how leadership treats its employees?	Somehow attributable	9	37.5
	Attributable	12	50.0
	Much attributable	1	4.2
	Very much attributable	2	8.3
	Total	24	100.0

4.6.6. How Employees are Treatment by Leaders and Asking for Bribes and Accepting Kickbacks

A total of 32 (42.7%) of the 75 respondents who were affirmative that asking for bribes and accepting kickbacks among council employees was common said that this unethical behavior is influenced by how the leadership treats it employees. Out of this, a total of 14 (43.8%) and 10 (31.3%) and 6 (18.8%) thought that such behavior among employees was somehow attributable, attributable and very much attributed and attributable, respectively, to how council staff are treated as show in table 4.34.

Table 4.34: How Employees are Treatment by Leaders and Asking for Bribes and Accepting Kickbacks

		Frequency	Percent
Is nepotism and favoritism among employees influenced by how leadership treats its employees?	No	41	54.7
	Yes	32	42.7
	Don't know	2	2.7
	Total	75	100.0
Extent to which nepotism and favoritism among employees is attributable to how leadership treats its employees?	Somehow attributable	14	43.8
	Attributable	10	31.3
	Much attributable	2	6.3
	Very much attributable	6	18.8
	Total	32	100.0

4.6.7. How Employees are Treatment by Leaders and Stealing from the Council

Out of the 70 respondents who confirmed that there were cases of employees stealing from the council, 34 (48.6%) respondents said that this behavior is influenced by how the leadership treats it employees. Out of this, a total of 19 (55.9%) and 10 (29.4%) thought that such behavior among employees was somehow attributable and attributable, respectively, to how council staff are treated as show in table 4.35.

Table 4.35: How Employees are Treatment by Leaders and Stealing from the Council

		Frequency	Percent
Is stealing from the council by employees influenced by how leadership treats its employees?	No	34	48.6
	Yes	34	48.6
		2	2.9
		70	100.0
Extent to which stealing from the council by employees is attributable to how leadership treats its employees?	Somehow attributable	19	55.9
	Attributable	10	29.4
	Much attributable	2	5.9
	Very much attributable	3	8.8
	Total	34	100.0

4.6.8. How Employees are Treatment by Leaders and Show of Favoritism/Nepotism

A total of 54 (43.5%) of the 124 respondents who were affirmative that nepotism and favoritism among council employees was common said that this unethical behavior is influenced by how the leadership treats it employees. Out of this, a total of 23 (42.6%) and 17 (31.5%) and 9 (18.8%) thought that such behavior among employees was attributable and somehow attributable, respectively, to how council staff are treated as show in table 4.36.

Table 4.36: How Employees are Treatment by Leaders and Show of Favoritism/Nepotism

		Frequency	Percent
Is nepotism and favoritism among employees influenced by how leadership treats its employees?	No	68	54.8
	Yes	54	43.5
	Don't know	2	1.6
	Total	124	
Extent to which nepotism and favoritism among employees is attributable to how leadership treats its employees?	Somehow attributable	17	31.5
	Attributable	23	42.6
	Much attributable	9	16.7
	Very much attributable	5	9.3
	Total	54	100.0

4.6.9. How Employees are Treatment by Leaders and Sexual Harassment

Only 8 (24.2%) out of 33 respondents who said that there were cases of sexual harassment among employees of the council said that this behavior. Out of this, a total of 6 (75.0%) and 2 (25.0%) thought that such behavior among employees was somehow attributable, respectively, to how council staff are treated as show in table 4.37.

Table 4.37: How Employees are Treatment by Leaders and Sexual Harassment

		Frequency	Percent
Is sexual harassment among employees influenced by how leadership treats its employees?	No	24	72.7
	Yes	8	24.3
	Don't know	1	3.0
	Total	33	100.0
Extent to which sexual harassment among employees is attributable to how leadership treats its employees.	Somehow attributable	6	75.0
	Attributable	2	25.0
	Total	8	100.0

4.6.10. How Employees are Treatment by Leaders and False Accusation of Co-workers

A total of 71 respondents admitted that cases of false accusation was common among employees of the council and confirmed only 26 (36.6%) respondents said that this unethical workplace behavior. Out of this, a total of 13 (50.0%) and 11 (42.3%) thought that such behavior among employees was attributable and somehow attributable, respectively, to how council staff are treated as show in table 4.38.

Table 4.38: How Employees are Treatment by Leaders and False Accusation of Co-workers

		Frequency	Percent
Is false accusation of co-workers influenced by how leadership treats its employees?	No	43	60.6
	Yes	26	36.6
	Don't know	2	2.8
	Total	71	100.0
Extent to which accusation of co-workers influenced is attributable to how leadership treats its employees.	Somehow attributable	13	50.0
	Attributable	11	42.3
	Much attributable	2	7.7
	Total	26	100.0

From the overall study results does not paint a positive picture of the council's leadership in terms of how it treats its staff. In this study, 57.3% of the respondents did not think that staff promotion is conducted fairly while 44.2% agreed that that some employees in the council do get assigned or deployed to departments which are perceived to be lucrative. Nearly $\frac{3}{4}$, i.e. 72.7% acknowledged that there is nepotism or favoritism among the council leaders. Generally, 1.9%, 43.5% and 31.9% of the respondents rated how the leadership treats it employees as poor, below average and just average, respectively. The findings of this study conforms to Den and Lind (2004) assertion that people's beliefs, feelings, attitudes and behaviors are affected greatly by whether they feel they have been treated fairly or unfairly. Weaver (2004) adds more weight to this argument when he says that employees' fairness perceptions play a major role in their reactions to corporate ethics initiatives. When fairness is missing, people are less trusting and act to remedy unfairness (for example, stealing to make up for unfair outcomes). He goes on to add that a company that fails to consistently follow through in supporting its ethics standards conveys a stance of procedural and outcome unfairness: the rules are not consistently applied, and violators do not get what they deserve.

Thus, it can be said that consistent follow-through on ethics policies is linked to reduced unethical behavior and to employees' increased willingness to support a company ethics initiative by reporting problems instead of hiding them. Similar results hold for more general employee perceptions of fairness in their workplaces. Weaver (2004) concludes that when it comes to fostering ethical employee behavior, two things are unequivocal: fairness is important, and ethics must be integrated across, and have the support of, routine organizational functions.

4.7. Workplace Ethical Climate of MCK and Employees Workplace Behaviors

To establish the exist state of the workplace ethical climate of the council, respondents were asked if they had observed a list of unethical workplace behavior. Significant proportions of the respondents acknowledged that various unethical work behaviors exist in the council as shown in table 4.39.

Table 4.39: Workplace Ethical Climate of Municipal Council of Kisumu

Behavior	No		Yes		DK	
	Freq	%	Freq	%	Freq	%
Reporting late and leaving work early	107	51.7	97	46.9	3	1.4
Absenteeism	107	51.7	99	47.8	1	0.5
Ineffectiveness/sluggishness	137	66.2	68	32.9	2	1.0
Waste of resources	152	73.4	52	25.1	3	1.4
Use of office properties for personal gain	131	63.3	75	36.2	1	0.5
Asking or accepting kickbacks	120	58.0	75	36.2	12	5.8
Stealing from the council	133	64.3	70	33.8	4	1.9
Show of favoritism/nepotism	81	39.1	124	59.9	2	1.0
Sexual harassment	173	83.6	33	15.9	1	0.5
False accusation of co-workers	135	65.2	71	34.3	1	0.5

Show of favoritism and nepotism was mentioned by 124 (59.9%) respondents, followed by absenteeism with 99 (47.8%) and reporting to work late and leaving work early with 97 (46.2%). Use of office property for personal gains and asking for bribes and accepting kickbacks were each mentioned by 75 (36.2%). False accusation, stealing from the council, ineffectiveness or sluggishness and waste of council's resources were mentioned by 70 (33.3%), 68 (32.9%) and 52 (25.1%) respondents respectively. Sexual harassment was the least mentioned with 33 (15.9%) mentioning.

Respondents who mentioned the existence of at one unethical behavior were asked if they would attribute such behaviors to the existing workplace ethical climate of the council. A total of 100 (54.9%) out of 182 respondents were affirmative while 82 (45.1%) said "No". This revelation is consistent with a survey conducted by Deloitte & Touche USA LLP in 2007 on ethics at workplace, the findings revealed that the role of management and direct supervisors is critical in fostering an ethical workplace environment. An overwhelming majority of survey respondents cite management and direct supervisors' behaviors - more than written credos and codes of conduct - as the top factors that help promote an ethical workplace. Specifically, when asked to identify the top factors for promoting an ethical workplace, 77% of working adults cite either the behavior of management, or of direct supervisors, as setting the tone for ethical behavior. Thus, management and leadership have a huge responsibility in setting examples for their organizations and living the values they preach if they want to sustain a culture of ethics. The results of this study show of favoritism and nepotism was mentioned by 59.9% respondents, followed by absenteeism with 47.8% and reporting to work late and leaving work early with 46.2%. Use of office property for personal gains and asking for bribes and accepting kickbacks were each mentioned by 36.2%. False accusation, stealing from the council, ineffectiveness or sluggishness and waste of council's resources were mentioned by 33.3%, 32.9% and 25.1% of the respondents respectively. Sexual harassment was the least mentioned with 15.9% mentioning. Generally, 54.9% out of 182 respondents who mentioned the existence

of at one unethical behavior attributed such behaviors to the existing workplace ethical climate of the council.

Thus, the study confirms that organizational workplace ethical climate is a critical factor in determining the ethical conduct of individuals in organizations. Wimbush and Shepard (1994) have suggested that the ethical climate of an organization could be used to predict not only unethical behavior, but counterproductive behavior as well. Using the Ethical Climate Questionnaire (ECQ) to determine the ethical climate of organizations of the respondents, Peterson (2002) conducted a study to determine whether deviant workplace behavior could possibly be predicted from the ethical climate of an organization. The results that he obtained indicated several correlations between the type of deviance and the climate identified in the organization.

In a separate study, Vardi (2001) examined the ethical climate that was prevalent in a metal-products company that employed 138 individuals, and determined there was a strong negative relationship between the ethical climate of the organization and the organizational misbehavior that was observed. Organizational misbehavior was defined as any intentional action by members of organizations that defies and violates shared organizational norms and core societal values (Vardi, 2001). In addition, regression analysis revealed, that ethical climate has more of an immediate impact on behavior than overall organizational climate (Vardi, 2001).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The chapter summarizes the main findings of the study, the conclusions arising from the findings and recommendations on how to what leaders can do to instill positive workplace behaviors among their junior staff. Suggestions for further research are also provided in this chapter.

5.2. Summary of Findings

5.2.1. Influence of Modeling Leadership on Employee Workplace behavior

Significant proportions of the respondents who were able to associate the observed unethical workplace behavior to the modeling leadership as follows: lateness and sneaking out earlier - 59 (60.8%) of 97 respondents; absenteeism - 37 (34.4%) out of 99 respondents; ineffectiveness and sluggishness - 44 (64.7%) out of 68 respondents; wastage of council's resources - 24 (46.2%) of 52 respondents; use of office properties for personal gain - 52 (69.3%) out of 75 respondents; bribe taking and asking for kickbacks - 48 (64.0%) out of the 75 respondents; stealing from the council 37 (52.9%) out of 70 respondents; nepotism and favoritism - 94 (72.8%) out of the 124 respondents; sexual harassment - 5 (15.2%) out of 33 respondents; and false accusation of co-workers - 31 (43.7%) – out of the 71 respondents.

5.2.2. Enforcement of codes of ethics and Employee Workplace Behavior

Respondents were also able to relate the existence of some of the unethical workplace behavior among some of the councils' employees to the enforcement of code of ethics by leaders as follows: lateness and leaving work earlier than required - 41 (42.3%) out of 97 respondents; absenteeism - 38 (38.48%) out of 99 respondents; ineffectiveness and sluggishness - 36 (52.9%) - Out of the 68 respondents; wastage of council's resources - 15 (30.2%) - out of the 52

respondents; use of office properties for personal gain - 24 (32.0%) out of 75 respondents; asking for bribes and accepting kickbacks - 32 (42.7%) out of 75 respondents; stealing from the council - 34 (48.6%) out of 70 respondents; show of nepotism and favoritism - of 54 (43.5%) out of the 124 respondents; sexual harassment - 8 (24.2%) out of 33 respondents; and false accusation of co-workers - 26 (36.6%) out of 71 respondents.

5.2.3. How Employees are Treatment and their Workplace Behavior

Significant proportions of the respondents associated the observed unethical behavior to the way employees are treated as follows: reporting late to and leaving work earlier than required - 41 (42.3%) out of the 97 respondents, absenteeism 38 (38.48%) out of the 99 respondents; ineffectiveness and sluggishness - 36 (52.9%) out of the 68 respondents; wastage of council's resources - 15 (30.2%) out of the 52 respondents; use of office properties for personal gain - 24 (32.0%) out of the 75 respondents; asking for bribes and accepting kickbacks - 32 (42.7%) of the 75 respondents; stealing from the council - 34 (48.6%) out of the 70 respondents; nepotism and favoritism - 54 (43.5%) of the 124 respondents, sexual harassment - 8 (24.2%) out of 33 respondents; false accusation of co-workers - 26 (36.6%) out of 71 respondents.

5.2.4. Workplace ethical climate of the Municipal Council of Kisumu

Significant percentages of employees of Municipal Council of Kisumu acknowledged the existence of a number of unethical workplace behaviors among council's employees. Unethical workplace behaviors such as show of favoritism/nepotism absenteeism, lateness and sneaking out before time, use of office properties for personal gain, asking or accepting kickbacks, false accusation of co-workers, stealing from the council and ineffectiveness or sluggishness were mentioned by at least 30.0% of the respondents.

5.3. Conclusions

In recent decades there has been an increasing interest in improving the understanding of the antecedents of employees' ethical conducts both in private and public organizations. Although several prior studies have examined the direct effects of leadership on job performance of employees, there has been little attention given to the way in which it influences ethical behaviors of employees. The purpose of this study was to determine the leadership factors that influence workplace behavior of employees in organizations with a sample population selected from employees of Municipal Council of Kisumu. In general, the study results showed that the behaviors of leaders have an important influence on employee ethical behavior. Thus, in an organization, leadership is enormously important and deserves more attention in our attempts to understand employee ethical and unethical behavior. Employees tend to reciprocate in response to their perceptions of fair and unfair treatment through a number of attitudes and behaviors. Then it comes to fostering ethical employee behavior, two things are unequivocal: fairness is important, and ethics must be integrated across, and have the support of, routine organizational functions. So employees' perceptions of fairness are equally or more important than other factors in terms of their influence on ethics-related outcomes. The workplace ethical climate of an organization plays a significant role in determining the behavior of employees.

5.4. Recommendations

From the study's finding, it would therefore be recommended that:

1. It is important that the council's leaders to act as a whole identity in representing ethical values in their talking, thinking, decision-making, and action. It is the duty of leaders to instill these principles and face the challenges that come with them.
2. In order to cultivate positive ethical behavior among staff, the council should establish an effective ethics communication system by clearly defining the councils'

values, guiding principles of ethical behavior, and methods to report suspected violations or questionable conduct can enable top management.

3. The council should establish an effective and consistent system for staff orientation on the council's code of conducts/ethics. Thus, the council's leadership should ensure continuous awareness creation among of employees as the way out.
4. There is also need for the council to organize regular trainings/workshops for the council's leadership on the ethical leadership. This will ensure that both council leadership and employees are conversant with the council's values and guiding principles of ethical behavior.
5. The councils' leadership needs to realize that the employees pay close attention to rewards and punishments. Violation of the code should attract appropriate punishment and reward obedience. Thus, an effective leadership must reign supreme amongst the top hierarchy of council.
6. The council's leadership needs to step forward and take action by fostering strong, positive ethical climate, so that when its employees are confronted with an ethical dilemma, they know how to deal with it. Employees need to feel that they are supported in their actions by management and the entire organization.

5.5. Suggestion for Future Research

For future research that would help better understand and explain the importance of ethical leadership behavior and its impact on employee outcomes. First, in order to improve generalization of the findings, future research should increase the sample size and broaden the sample location from a site to a larger regional or national site. Second, though this study relied solely on respondents' perception and opinions of ethical leadership, one might want to consider observational and exploratory data collection method in future research.

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APPENDICES

Appendix 1: Sample Questionnaire

No: _____

Section I: Demographic information

1. Department? _____

2. How old are you? _____ (*record age in years*).

3. Record gender of respondent.

Male	1
Female	2

4. What is your level of education?

None	0	Secondary education (not completed)	3
Primary education (not completed)	1	Secondary education (completed)	4
Primary education (completed)	2	Post secondary education	5

5. What is your position in this council? _____

6. How long have you worked for this council? _____ (*Record year/months*).

7. What is your scale of employment in this council? _____ (*Record scale in digits*)

Scale 1 - 10	1
Scale 11 - 19	2

Section II: Organizational Ethical Climate

8. Please say Yes or No if any of the following behaviors exist in this council.

	Behavior	Does the behavior exist?		
		No	Yes	Dk
a	Reporting late and leaving work station early	0	1	22
b	Absenteeism	0	1	22
c	Infectiveness and sluggishness	0	1	22
d	Waste of resources	0	1	22
e	Use of office properties for personal gain	0	1	22
f	Asking or accepting kickbacks	0	1	22
g	Stealing from the council	0	1	22
h	Show of favoritism/nepotism	0	1	22
i	Sexual harassment	0	1	22
j	Stealing from co-workers	0	1	22

9. (a). Would attribute the existence of the unethical behavior(s) mentioned above to the workplace ethical climate?

No	0	Yes	1
----	---	-----	---

Section III: Modeling Leadership

10. (a). Do some of your leaders report to work late and leave work earlier that required?

No	0	Yes	1
----	---	-----	---

(b). Would you say that some of your leaders are not open and transparent?

No	0	Yes	1
----	---	-----	---

(c). Do some of some of your leaders ask for and accepts kickbacks/bribes?

No	0	Yes	1
----	---	-----	---

(d). How would you rate the modeling leadership ethics in this council?

Very poor	1	Above average	4
Poor	2	Good	5
Below average	3	Outstanding	6

11. (a). Do you think that employees' behavior of reporting to work late to and leaving work early is influenced by example set by some council leaders??

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

12. (a). Do you think that employee absenteeism is influenced by example shown by some council leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

13. (a). Do you think that employee ineffectiveness and sluggishness is influenced by behavior set by some of the council leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

14. (a). Is wastage of council's resources by employees influenced by examples set by some council leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

15. (a). Is use of office properties for personal gains by employees influenced by examples set by some council leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

16. (a). Is asking bribes and asking for kickbacks by employees influenced by examples set by some council leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

17. (a) Is the behavior of stealing from the council by employees influenced by examples set by some council leaders?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

18. (a) Is nepotism and favoritism among employees influenced by example set by some of the council leaders?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

19. (a) Is sexual harassment among employees influenced by example set by some of the council leaders?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

20. (a) Is nepotism sexual harassment among employees influenced by example set by some council leaders?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to examples set by some of the council's leaders?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

Section III: Ethics Enforcement System

21. (a). When you joined this council, were you given orientation/trained on the codes of ethics that guide staff conducts in this council?

No	0	Yes	1
----	---	-----	---

(b). Does the leadership of the council aggressively hold accountable members staff who behave unethically?

No	0	Yes	1
----	---	-----	---

(c). Would you say that some your leaders do not pay close attention on the codes of ethics stipulated by the council?

No	0	Yes	1
----	---	-----	---

(d). Has the leadership of the council established an effective ethics communication system?

No	0	Yes	1
----	---	-----	---

(e). How would you rate the enforcement code of ethical by the council's leadership?

Very poor	1	Above average	4
Poor	2	Good	5
Below average	3	Outstanding	6

22. (a). Is employee reporting to work late to and leaving work early influenced by how the leadership enforces the code of ethics of the council?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

23. (a). Is employee absenteeism influenced by how the leadership enforces the code of ethics of the council?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

24. (a). Is employee ineffectiveness and sluggishness influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

25. (a). Is wastage of council's resources by employees influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

26. (a). Is use of office properties for personal gains by employees influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

27. (a). Is asking bribes and asking for kickbacks by employees influenced by examples set by some council leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

28. (a). Is stealing from the council by employees influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

29. (a). Is nepotism and favoritism among employees influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

30. (a). Is sexual harassment among employees influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

31. (a). Is false accusation of co-workers influenced by enforcement of code of ethics by leaders?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

Section IV: Treatment of Employees

32 (a). Do staff get promotion or appraised on merit in this council?

No	0	Yes	1
----	---	-----	---

(b). Would you say that in this council some staff are deployed or assigned to sections/departments where they benefit more than other staff?

No	0	Yes	1
----	---	-----	---

(c). Would you say that in this council some staff engage in unethical conducts but go unpunished?

No	0	Yes	1
----	---	-----	---

(c). Do some of your leaders demonstrate nepotism/favoritism?

No	0	Yes	1
----	---	-----	---

(d). How would you rate the enforcement code of ethical by the council's leadership?

Very poor	1	Above average	4
Poor	2	Good	5
Below average	3	Outstanding	6

33 (a). Is employee reporting to work late to and leaving work early influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

34 (a). Is employee absenteeism influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

35. (a). Is employee ineffectiveness and sluggishness influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

36. (a). Is wastage of council's resources by employees influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

37. (a). Is use of office properties for personal gains by employees influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

38. (b). Is nepotism and favoritism among employees influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b). If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

40. (a) Is stealing from the council by employees influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to enforcement of council's code of ethics by the leadership?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

41. (a) Is nepotism and favoritism among employees influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

42. (a) Is sexual harassment among employees influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

43. (a) Is false accusation of co-workers influenced by how leadership treats its employees?

No	0	Yes	1
----	---	-----	---

(b) If Yes, to extent would you attribute this behavior to how the leadership treats its employees?

Somehow attributable	1	Much attributable	3
Attributable	2	Very much attributable	4

Thank you for answering my questions

Appendix 2: Sample of Oral Consent Form

INFLUENCE OF LEADERSHIP ON ETHICAL BEHAVIORS OF EMPLOYEES IN ORGANIZATIONS: A CASE OF MUNICIPAL COUNCIL OF KISUMU (MCK)

ORAL CONSENT FORM FOR QUESTIONNAIRE ADMINISTRATION

Hello. My name is You are being requested to participate in a study. The purpose of reading this consent form is to give you the information you will need to help you decide whether to participate in the study or not. Please listen to everything I will read to you very carefully. You may ask questions about what you will be asked to do and anything else about the study that is not clear to you. When all your questions have been answered, you can decide if you want to participate in the study or not. This process is called "informed consent".

PURPOSE & OBJECTIVES OF THE STUDY

The main purpose of this study is to examine the influence of leadership on the ethical behaviors of employees in organizations. To achieve this study intends to:

1. Is there a relationship between modeling leadership and workplace behaviors of Municipal Council of Kisumu employees?
2. Does the manner in which leadership enforces the code of ethics influence workplace behaviors of Municipal Council of Kisumu employees?
3. Can the way leaders treat employees influence workplace behaviors of Municipal Council of Kisumu employees?
4. Does ethical climate of the council influence the workplace behavior of Municipal Council of Kisumu employees?

PROCEDURES

If you agree to participate in the study you will be asked questions using a questionnaire. I will not record your name but instead he/she will assign you a unique number. I will ask you about your age, level of education, scale of employment and duration of employment in local authority. He/she will also record your gender.

The questions will dwell on the following key study thematic areas:

- Modeling leadership
- Enforcement of codes of ethics by the council's leadership

- How the council's leadership treat it employees
- Employees workplace behaviors
- Workplace ethical climate

Although whatever you say or share will not be linked to your personal identity, you have the option of not responding to any question or topic that you may feel uncomfortable with.

OTHER INFORMATION

Remember that your participation in the study is absolutely voluntary and you may decide to withdraw your participation before or during the group discussion. It is still possible to decline to participate even after signing this consent form. There are no direct benefits to you for participating in this the study.

Also note that information obtained in this study will be used mainly for research purposes. Your name will **NOT** be recorded anywhere. The data and any publication/report from this study will not contain information that will reveal your identity as a participant. Only the researcher and research supervisors and lecturers associated with the study from the University of Nairobi will have access to information that links your name on this consent form and your study number. Data obtained from this study will be kept in the safe custody of the researcher for 2 years after the end of the study, after which they will be destroyed.

It is however important and realistic to point out that although every effort will be made to keep the information that you give confidential, no system of protecting your confidentiality can be perfect or completely secure. It is still possible that someone could find out you participated in this study and find out information about you. Should you have any question or concerns, please feel free to get in touch with Mr. Jacob Odhiambo Onyango (researchers) on telephone number: 0720-318908. You can also contact Prof. Francis Owino Rew (Lecturer, Great Lakes University) and Ms. Lenah Kirop (Lecturer, Maseno University) or Dr. Charles Rambo (Residence Lecturer, University of Nairobi-Kisumu Campus).

Do you agree to participate in the study? Yes _____ No _____



NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

Telegram: "SCIENCETECH", Nairobi
Tel: home: 254-020-241349, 2213102
254-020-310571, 2213123.
Fax: 254-020-2213215, 318245, 318249
When replying please quote

P.O. Box 30623-00100
NAIROBI-KENYA
Website: www.ncst.go.ke

Our Ref:

NCST/RRI/12/1/SS/365

Date:

18th May, 2010

Jacob Odhiambo Onyango
Nairobi University
Kisumu Campus
P.O Box 825
Kisumu

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Influence of Leadership on Ethical Behaviors of Employees in Organizations: A Case of Municipal Council of Kisumu*" I am pleased to inform you that you have been authorized to undertake your research in *Kisumu District* for a period ending 30th September, 2010.

You are advised to report to *the District Commissioner, the District Education Officer of Kisumu District and the Town Clerk, Municipal Council of Kisumu* before embarking on your research project.

Upon completion of your research project, you are expected to submit two copies of your research report/thesis to our office.

A handwritten signature in black ink, appearing to read 'P. N. Nyakundi'.

P. N. NYAKUNDI
FOR: SECRETARY/ CEO

Copy to:

The District Commissioner
Kisumu District

THIS IS TO CERTIFY THAT:

Prof./Dr./Mr./Mrs./Miss. JACOBODHIAMBO ONYANGOof (Address) UNIVERSITY OF NAIROBIP.O. BOX 825, KISUMU

has been permitted to conduct research in.....

Location,

KISUMU District,NYANZA Province,

on the topic Influence of Leadership
on ethical behaviours of employees
in organizations: A case of Municipal
Council of Kisumu.

for a period ending 30TH SEPTEMBER 2010

Research Permit No. NCST/RRI/12/1/SS/36Date of issue 18/05/2010Fee received SHS 1,000

Jacob Odhiambo Onyango
 Applicant's
 Signature

[Signature]
 Secretary
 National Council for
 Science and Technology

CONDITIONS

1. You must report to the District Commissioner and the District Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed with-out prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2)/four(4) bound copies of your final report for Kenyans and non-Kenyans respectively.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice



REPUBLIC OF KENYA

RESEARCH CLEARANCE
PERMIT

OFFICE OF THE PRESIDENT

Telegrams: 'DISTRICTER', Kisumu
Telephone:
When replying please quote



ADM.4/8 VOL.IX/(204)

OFFICE OF THE DISTRICT COMMISSIONER
KISUMU EAST DISTRICT
P.O. BOX 1921 - 40100
KISUMU

27th May 2010

The District Officer
WINAM DIVISION

**RE: RESEARCH AUTHORIZATION
JACOB ODHIAMBO ONYANGO**

The above named is a student at the University of Nairobi.

He has been authorized to carry out research on **“Influence of leadership on Ethical Behaviors of Employees in organizations: A case of Municipal Council of Kisumu”** for a period ending 30th September 2010.

You are therefore asked to accord her the necessary assistance she requires.

A handwritten signature in cursive script, appearing to read 'Willy Cheboi'.

(WILLY CHEBOI)
FOR: DISTRICT COMMISSIONER
KISUMU EAST DISTRICT

c.c. The Clerk
Municipal Council of Kisumu
KISUMU

Jacob Odhiambo Onyango

MUNICIPAL COUNCIL OF KISUMU

Ad. No: Kisumu
Office: (057) 202 3812
Tel/Fax: (057) 202 3812
Email: townclerk_kisumu@yahoo.com

Town Hall, Court Road
P.O. Box 105-40100
Kisumu, Kenya



MCK/ADM/18VOL.XXIII

Obj Ref:

31st May, 2010

Trans Ref:

Date:

TO WHOM IT MAY CONCERN

RE: JACOB O. ONYANGO

Permission is hereby granted to the above student from Nairobi University, pursuing a Master of Arts Degree in Project Planning and Management to conduct research project within Municipal Council of Kisumu.

Kindly accord him the necessary assistance.

A handwritten signature in black ink, appearing to read 'Chrispine Siganda', written over a horizontal line.

Chrispine Siganda
FOR: TOWN CLERK