Effects of Leadership Strategies on Corruption Eradication in Kiambu County

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Abstract: **Corruption has been identified as a major barrier to economic and social development in developing countries, and considerable research as been done into the causes of and the solutions to corruption in these countries. In this regard, this study sought to investigate effects of leadership strategies on corruption eradication focusing on Kiambu County. Specifically, this study seeks: to identify the effects of corruption in leadership in public offices in Kiambu County; to establish identify the causes of corruption in leadership in public offices in Kiambu County; to identify establish the extent types of corruption in leadership in public offices in Kiambu County; to identify determine the ways in of eradicating which corruption in leadership in public offices in Kiambu County can be eradicated. The research design to be used in the study is the survey design. The target population for the study includes the MCAs from the 56 County Assemblies in Kiambu County plus the nominated MCAs in the county. A sample size of 30 MCAS was used for the study. This study used a questionnaire as the primary data collection tool. From the findings, it is clear that MCAs in Kiambu County are not satisfied with their current salary. These public servants perceive that they do not get a fair remuneration as per their expectations which may hinder the fight against corruption in the County and the country at large. However, remuneration has a moderate effect on corruption and increasing salaries of public sector workers may not necessarily reduce corruption. Regarding personal relationships and corruption, it can be concluded that business ties are the most influential relationships that enable corruption in public sector. Others with a lesser but significant effect are social ties and relationships between public officials. Personal relationships have a moderate effect on corruption eradication. When ongoing personal interactions between government officials and entrepreneurs are extensive, the opportunities for engaging in corruption might increase.**

Keywords: **Remuneration; Personal relationship; Greed.**

1. BACKGROUND OF THE STUDY

Corruption is the practice whereby some public money is illicitly diverted for private gain. This practice is present to some degree in all societies. Corruption has been identified as a major barrier to economic and social development in developing countries, and considerable research as been done into the causes of and the solutions to corruption in these countries. The wide spread of corruption in developing countries has raised substantial concern. Developing countries, particular circumstances rapid economic and social change, strong kinship and ethnic ties, new institutions, overlapping and sometimes conflicting views about what is proper public behavior appear to contribute to corruption's saliency (Gould &Amara-Reyes, 1983).

Corruption in Kenya has had a history which spurs the era of Jomo Kenyatta and Daniel Arap Moi KANU government to Mwai's Kibaki PNU government. In the corruption perception index 2012, Kenya is ranked 139 out of 176 countries for corruption tied with Azerbaijan, Nepal, Nigeria, and Pakistan (least corrupt countries are at the top). It is estimated the average urban Kenyan pays 16 bribes per month. Most of these bribes are fairly small but large ones are also taken. Corruption scandals in Kenya have taken many forms, between 1986 and 1991, the construction of the Turkwel

(Hydroelectric power station} was riddled with claims of corruption. The dam was eventually built at three times the estimated cost, yet producing energy significantly below capacity.

Between 1990-1999, the largest running scandal was the Goldenberg scandal, where the Kenyan government subsidized exports of gold, paying exporters in cash 35% over the foreign currency earnings. In this case gold was smuggled in Congo. The Goldenberg scandal cost Kenya the equivalent of more than 10% of the country's annual G.D.P. In 2003, military was split over plans to buy new (Czech fighter jets) the plan to buy jet fighters would have cost the tax payers cash 12.3 billion.

In 2004 the National Rainbow Coalition government spent 12 million dollars on cars that were mostly used for personal use of senior government officials. The vehicles included 57 Mercedes Benz as well as land rovers, Mitsubishi, pajeros, range rovers Nissan Terrenes and Nissan patrols. The 12 million dollar substantially exceeded what the government spent over 2003/ 2004 financial year on controlling malaria, the leading cause of morbidity and mortality in Kenya. So corruption has been a major ailment in leadership in public offices in Kenya.

2. STATEMENT OF THE PROBLEM

In 2010, a constitutional referendum overwhelmingly approved the radical revision of the Constitution, strengthening systems of checks and balances, significantly constraining executive powers and enhancing the protection of basic rights. The new constitution promotes principles of transparency, integrity and accountability and has raised hopes for inaugurating a new era of democratic rule in the country. However, implementation has been slow, uneven and incomplete, including with regards to anticorruption efforts that still meet elite resistance (Lansner, 2012).

Thus, despite the positive changes, there is a widespread perception that corruption permeates all sectors of public life in Kenya, as reflected by major governance indicators. There has been a slight improvement over the past decade according to both Transparency International's Corruption Perception Index and the World Bank's Governance Indicators, but still Kenya scores relatively poorly on both these measurements. In 2011, the country was ranked 154 out of the 182 countries assessed by Transparency International (TI). Kenya also scores poorly (21 out of 100) in terms of freedom of corruption in the Heritage Foundation's Index of Economic Freedom, with pervasive corruption leading to foreign disinvestment and draining resources from education, health and infrastructure. In this regard, this study sought to investigate the effects of leadership strategies on corruption eradication in Kiambu County.

OBJECTIVES OF THE STUDY:

1) To identify the effects of remuneration on corruption eradication in Kiambu County

2) To establish the effects of personal relationship on corruption eradication in Kiambu County

3) To identify the effects of greed on corruption eradication in Kiambu County

3. CONCEPTUAL FRAMEWORK

Corruption stems from various aspects whose effects are significant on corruption eradication. These include remunerations, personal relationships and greed. For corruption eradication to be effective, the effects of these aspects must be critically understood and addressed. In this study, these aspects have been considered as the independent variables while corruption eradication is the dependent variable.
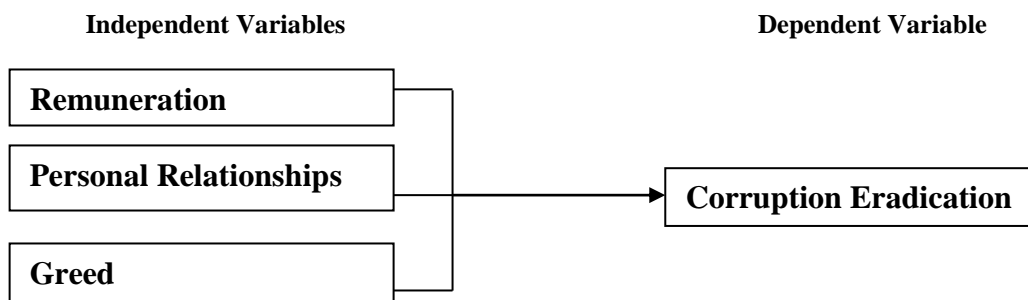
Source: Author (2016)

4.   RESEARCH METHODOLOGY

The research design used in the study is the survey design; inferential statistics was used to determine how likely it is for the results obtained from the sample to be similar to results expected from the entire population. Descriptive and qualitative methods were used. Qualitative research provides an in-depth perspective and attempts to provide a context in which the results can be understood and to analyze the links that exist. Quantitative data uses numerals (statistics) to analyze data. Survey design allows the researcher to describe the characteristics of individuals, groups or the object under study. A mixture of descriptive and case study design was employed to triangulate information gathered in the study.

The target population for this study included the MCAs from the 56 County Assemblies in Kiambu County. Additionally, nominated MCAs will also be included in the study. According to Kothari (2004) a sample of 30 is adequate for a research. Therefore, a sample size of 30 MCAS was used for this study.

Simple random sampling technique was used to select the 30 MCAs to be included in the study. The technique was preferred since it gives all the elements in a population an unbiased chance of being selected for the study. This study used a questionnaire as the primary data collection tool. This is because questionnaire is a fast way of obtaining data as compared to other instruments and it gives the researcher comprehensive data on a wide range of factors (Mugenda & Mugenda, 2003). The questionnaire will comprised of structured questions, open-ended and likert-type scale of questions administered to the MCAs in Kiambu County. The questionnaire was developed by the researcher and it captured data on effects of corruption, causes of corruption in leadership, extent of corruption in leadership and ways of eradicating corruption. Secondary data was collected from published reports, journals and relevant books. The questionnaire was administered to the MCAs based in Kiambu County. The questionnaire was administered by the researcher to the selected sample of 30 MCAs to participate in the study. The researcher guaranteed confidentiality to the respondents while administering the questionnaire.

Data collected was collated, coded, summarized and then analyzed using the Statistical package for Social Science (SPSS). Data collected was both quantitative and qualitative. To analyze quantitative data, descriptive statistics of Mean, Frequency and percentages was used. Qualitative data was analyzed using content analysis where data was organized into themes in line with the objectives of the study. The data will then be analyzed for patterns and then interpreted. Microsoft Excel will also be used to help in data analysis. Findings were presented by use of tables, graphs, pie charts and qualitative analysis of the findings. Conclusions was derived from the findings after which recommendations was given including finalized information of the research Report.

5.   RESEARCH FINDINGS AND DISCUSSION

Findings indicated that most (56.7%) of the MCAs are not satisfied with their current salary. Even so, 43.3% mentioned that they were satisfied. This indicates that the MCAs do not get a fair remuneration as per their expectations which may hinder the fight against corruption in the County. These findings concur with findings by Tanzi, (1998) on the common intuition that higher salaries for officials induce a lower level of corruption. This relationship was further statistically supported in a study by Van Rijckeghem and Weder (2001).

According to the findings, the index stood at a mean of 2.4 which indicates that remuneration has a moderate effect on corruption. Most (56.6%) of the MCAs agreed that low remuneration increases corruption in the public sector recording the highest mean at 2.8. Nonetheless, MCAs were pessimistic that increasing salaries of public sector workers can reduce corruption as indicated by the lowest mean of 2.1 where most (66.7%) of them disagreed. According to Rose-Ackerman (1975), when government positions are paid worse than comparable other jobs, the moral costs of corruption are reduced. Poorly paid public officials might find it less reprehensible to accept bribes than officials receiving a comparatively fair salary.

The study revealed that business ties are the most influential relationships that enable corruption in public sector as asserted by majority (70%) of the MCAs. This was followed by social ties at 60% while relationship between public officials was the least at 46.7%. While identifying business ties as one of the relationships that contribute to corruption, Peng and Luo (2000) noted that business ties include relationships with agents of other firms, that is, suppliers, buyers or competitors.

Personal relationships have a moderate effect on corruption eradication as indicated by the index of 3.2 which was computed on 5-scale Likert. Business relationships between government officials and suppliers were alleged to have the

greatest effect as indicated by the highest mean of 3.2. On the other hand, friendship relationships between government officials and other workers/suppliers have the least effect as indicated by the lowest mean of 3.1. When ongoing personal interactions between government officials and entrepreneurs are extensive, the opportunities for engaging in corruption increases (Collins et al., 2009). It is in line with this that Kaufmann and Wei, (1999) noted that the frequency of interactions and the amount of time entrepreneurs spend with the government official are expected to positively correlate to acts of bribery.

6. CONCLUSION

From the findings, it is clear that MCAs in Kiambu County are not satisfied with their current salary. These public servants perceive that they do not get a fair remuneration as per their expectations which may hinder the fight against corruption in the County and the country at large. However, remuneration has a moderate effect on corruption and increasing salaries of public sector workers may not necessarily reduce corruption.

Regarding personal relationships and corruption, it can be concluded that business ties are the most influential relationships that enable corruption in public sector. Others with a lesser but significant effect are social ties and relationships between public officials. Personal relationships have a moderate effect on corruption eradication. When ongoing personal interactions between government officials and entrepreneurs are extensive, the opportunities for engaging in corruption might increase.

7. RECOMMENDATIONS

Governments should impose an accountability mechanism on the public offices and encourage prosecuting bodies to take responsibility for their own integrity. This should extend even to churches.

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