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PERFORMANCE OF STATE CORPORATIONS IN KENYA: A  
CASE STUDY OF KENYA REVENUE AUTHORITY**

# **EFFECT OF ETHICAL RECRUITMENT PROCESS AND ETHICAL ORGANIZATIONAL CULTURE ON PERFORMANCE OF STATE CORPORATIONS IN KENYA: A CASE STUDY OF KENYA REVENUE AUTHORITY**

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## **Abstract**

**Purpose:** The purpose of the study was to determine the effect of ethical recruitment process and ethical organizational culture on performance of state corporations in Kenya.

**Methodology:** The study adopted a descriptive survey. Target population was composed of 320 employees of Kenya Revenue Authority. The sample size consisted of 175 respondents who were drawn from the senior level management, middle level management and non-management staff all of whom are members of Kenya Revenue Authority. Stratified random sampling was employed in constituting the sample since it enables inclusion of all divisions in the sample. Data was obtained using questionnaires, containing both open ended and closed ended questions. The questionnaires were self-administered and they were first pilot tested for reliability and validity. Statistical package for social sciences was used for data analysis and generation of tables, figures and relationships. The data was coded and organized into concepts from which generalization was made of entire population. Data was analysed by use of descriptive statistics and inferential statistics. Quantitative data was analyzed using multi linear regression. The descriptive statistics consisted of means, percentages and frequencies. Multi linear regression was used to show the relationship between the variables. The data was presented using tables, charts and graphs.

**Findings:** The study found that ethical recruitment process and ethical organizational culture have a positive and significant relationship with performance of state corporations.

**Policy Recommendations:** The study recommended that organizations should ensure all their leaders are competent so as to boost their performance. In addition, scholarships and sponsorships should be made available to all staffs.

**Keywords:** *Ethical Organizational Culture, Ethical Recruitment Process, Performance, State Corporation*

## **1.0 INTRODUCTION**

### **1.1 Background of the Study**

Organization performance is viewed as a standout amongst the most imperative ideas. Accordingly, a standout amongst the most critical difficulties in each association ought to be to enhance and improve the authoritative and representatives exhibitions (Mousakhani et al, 2012). Associations need steady execution change to have the capacity to survive and advance and the HR are considered as their essential resources and they are dared to be the beginning of any kind of progress and development in the associations (Asgharpoor et al, 2014). The rate the association prevail to accomplish their objectives is in coordinate association with the staff execution, in this manner, the representatives stance and their execution is considered as basic for the association. In accordance with this, if the staff execution is observed to be defective there is the likelihood for the association to be tested and imperiled (Mousakhani et al, 2010). Playing out the hierarchical assignments and obligations, comparing to the predefined norms and criteria such that the destinations realization is made most plausible, relies upon variegated components. The destinations lucidity and comprehend capacity, accessibility of the offices and devices, arrangement of the ideal authoritative conditions and air, the presence of an equipped pioneer satisfactory by the representatives are yet a portion of the vital segments for the instantiation of the ideal execution (Ghazanfari & Abedi, 2008).

Moral initiative is among the styles which are observed to be viable on people's activity execution and the appointed assignments and obligations. The confirmations acquired from different examinations demonstrate that being focused on the moral qualities is the normal for the very productive pioneers. Such pioneers urge their representatives to enhance their execution, elevate their propensity to improve and animate them to be innovative and this is altogether done through the pioneers' simply and reasonable practices with their workers (Padash, 2010). In a definition in light of social learning hypothesis, Brown et al (2005) express that predefined moral administration as demonstrative of the best possible standardizing conduct and lead through relational measures and connections and the upgrade of such appropriate and regularizing conducts by means of reciprocal connections, improvement of basic leadership in the workers by the bosses and administrators (Brown et al, 2005). Guillen and Gonzalez (2001) express that the moral initiative is to be described by genuineness, assurance, adaptability, honesty, reliability, intelligence and boldness and obligation.

As indicated by the material proposed above and since the moral initiative is viable on the staff execution in different associations and because of the imperative pretended by morals in deciding association's execution, associations engaged with such issues and undertakings have started to fundamentally audit their code of morals, enrolment process and moral practices in the work environment (Barati et al., 2006). State companies in Kenya are not and ought not to be avoided from this move. Hence, in the present investigation we manage the study of the moral position of authority in execution of state companies, an instance of Kenya Revenue Authority.

### **1.2 Statement of the Problem**

The Kenya public sector has faced many claims, and criticisms due to poor leadership and governance that has contributed to wastages, inefficiencies, corruptions, poor service delivery and low performance (Mwakera & Mathias, 2016). Poor service delivery also undermines the

resolve and achievement of the Vision 2030 anchored on continuity towards governance reforms (Ministry of Planning and National Development, 2010). Much effort have been put into place for enhancing the ethical conduct of public sector leaders for instance the introduction of the code of conduct. Nevertheless, the adoption of the set of accepted rules out in the public sector remains constrained while these human features would affect proficiency and adequacy of the state corporations (Grimland et al, 2012).

A critical issue in many organizations on practicing ethical leadership from the top management is not on its effect on the firm's value but also on its employees because unethical leadership might have a negative effect on employee job satisfaction and performance. Therefore, an association's authority is viewed as a central point that has an unquestionable impact on representative execution in any sort of association (Ogbonna & Harris, 2010). Mwaponda (2009) concluded that compliance of ethical standards was essential in achieving corporate goals. Piccolo et al (2010) found the existence of a positive relationship between ethical leadership and workers efforts. Walumbwa and Schaubroeck (2009) argued that the attitude of ethical leadership had positive connections to enhanced employees psychological safety. Onyango (2012) found that leaders had an influence on employees' ethical behaviour. Nthini (2013) found that effective strategic leadership influenced organizational performance.

### **1.3 Objectives of the Study**

The main objective of the study was to assess the effect of leaders' integrity and ethical training on state corporations' performance in Kenya, a case study of Kenya Revenue Authority

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Literature**

#### **2.1.1 Social Exchange Theory**

This theory was proposed by Emerson in 1976. The theory proposes that workers respond to leaders' conduct towards them with their own particular coordinated practices on common correspondence. This means that social trade suggestion is fit for giving knowledge with respect to how moral leaders influence hierarchical results. Also, social trade connections amongst leaders and representatives create collaborations, which are inspired by the common advantages got from the assumption. Moral leader assemble association with their workers, which is portrayed by elevated amounts of trust, lower levels of control, and long haul commitments. The proposition association with subordinates is very applicable to discourses of moral authority, since it requires a lot of trust with respect to trading parties which moral leaders need to rehearse (Brown & Mitchell, 2010).

Social exchange theory reveals that people cooperate after sometime; they encounter the need to respond the support and help of the other individual. For instance, in the event that one individual helps a companion, this companion will encounter a commitment to respond eventually, offering a type of help that is equivalent in size. On the off chance that this standard of correspondence is satisfied, a trusting and faithful relationship advances (Cropanzano & Mitchell, 2005). Social trade proposition recommends that representatives who are in a top notch LMX relationship have a tendency to be more viable specialists. This procedure can be clarified

by a centre guideline of social trade proposition called the standard of correspondence, which recommends that people who are dealt with positively by others feel a feeling of commitment to react decidedly or return great treatment in some way. As indicated by Cropanzano and Mitchell (2005), will craving to feel that their commitment and work execution are being perceived and simply the possibility of acknowledgment for the occupation execution and the insignificant demonstration of saying thanks to the worker will bring about a sentiment fulfilment and consequently help representative feel advantageous and have better results.

## **2.2 Empirical Studies**

An organization's recruitment and selection approaches ought to be in tandem with expected ethical standards of doing things, and ought to be in consistent with relevant laws, which may require the firm to take cognizance of different issues. These incorporate equal opportunities, non-prejudicial strategies, working environment assorted variety, sexual orientation affectability, and so on (Guidez et al, 2000). Appropriate employee recruitment and selection decides the present and the future development of the organization. An endeavour to characterize staff recruitment and selection will demonstrate that it is a procedure through which HR are brought into an organisation. It impacts organization efficiency, profitability, and fundamentally influences the general success of the organization. Legitimate staff enrolment and choice offer accentuation to new employees' abilities, competency levels, and their level of respectability. Ethics assumes a critical part amid the recruitment of new employees. Proficient judgment directs that organisations should anchor their recruitment and selection processes on sound corporate ethical presuppositions (Guidez et al, 2000).

A study by Sen (2009) underlined the significance of a quality procedure amid the season of recruitment and hiring given that the correct sort of labor is difficult to find. Tendon (2006) cautioned that ability insufficiency is disconnected to immense population. While detailing that recruitment is the main measure for drawing in and holding knowledgeable workers, Unwin (2005) offered importance to the procedure required amid the season of selecting and contracting relevant employees.

In Nigeria, Aluko *et al* (2004) looked to know how culture affected on association execution in material firms. The investigation in like manner attempted to know the kind of relationship, the determinants of execution and the behavior by which culture associated with various factors inside the associations. Using both subjective and quantitative systems, the investigation found that free of their social establishments, masters appeared to have doused up the mechanical way of life. The examination moreover demonstrated a strong connection between the social factors and level of duty, staff wearing out, and inspirational mentality towards work. In any case, these social variables did not make a noteworthy impact on firm execution.

## **3.0 RESEARCH METHODOLOGY**

The study adopted a descriptive survey. Target population was composed of 320 employees of Kenya Revenue Authority. The sample size consisted of 175 respondents who were drawn from the senior level management, middle level management and non-management staff all of whom are members of Kenya Revenue Authority. Stratified random sampling was employed in constituting the sample since it enables inclusion of all divisions in the sample. Data was obtained using questionnaires, containing both open ended and closed ended questions. The

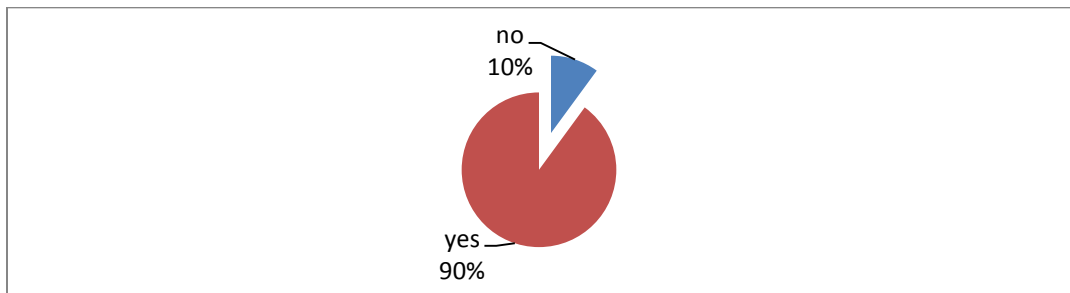
questionnaires were self-administered and they were first pilot tested for reliability and validity. Statistical package for social sciences was used for data analysis and generation of tables, figures and relationships. The data was coded and organized into concepts from which generalization was made of entire population. Data was analysed by use of descriptive statistics and inferential statistics. Quantitative data was analyzed using multi linear regression. The descriptive statistics consisted of means, percentages and frequencies. Multi linear regression was used to show the relationship between the variables. The data was presented using tables, charts and graphs.

## 4.0 RESULTS AND DISCUSSIONS

### 4.1 Descriptive Statistics

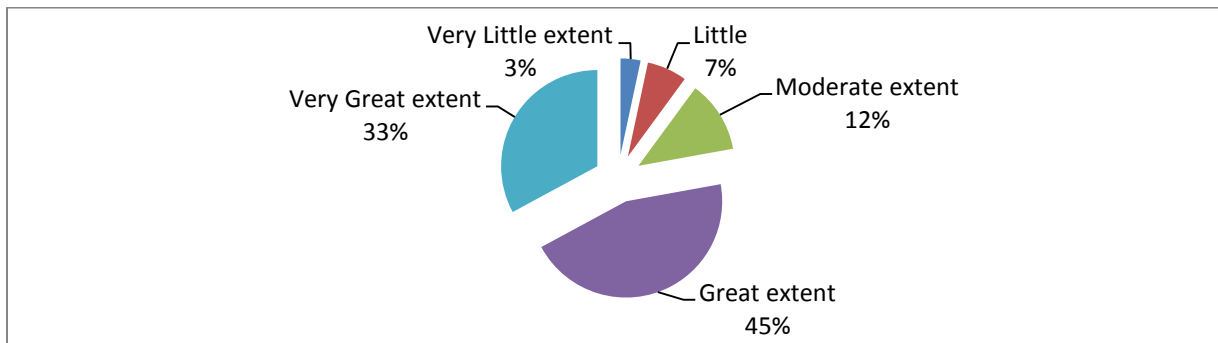
#### 4.1.1 Ethical recruitment process on performance of state corporations

The respondents were asked to indicate whether ethics training affect performance of state corporations. Majority of the respondents who were 90% indicated that ethics training affect performance of state corporations while only 10% who indicated that ethics training does not affect performance of state corporations.



**Figure 1: Ethical recruitment and performance**

The respondents were further asked to indicate the extent to which ethical recruitment affect performance of state corporations. Majority of the respondents who were 45% indicated that ethical recruitment affect performance of state corporations to a great extent, 33% indicated to a very great extent, 12% indicated to a moderate extent, 7% indicated to a little extent while only 3% who indicated to a very little extent.



**Figure 2: Ethics recruitment process and performance**

The results revealed that majority of the respondents who were 79.2% agreed with the statement that all leaders in the organization are competent. The results further showed that majority of the respondents who were 75.8% agreed with the statement that leaders trainings are oftenly held in the organization. The results also revealed that majority of the respondents who were 81.2% agreed with the statement that staff competency on revenue collection affects financial performance of the county. The results also revealed that majority of the respondents who were 81.2% agreed with the statement that scholarship and sponsorship are available for all staff to be trained on good leadership. The results also revealed that majority of the respondents who were 82.6% agreed with the statement that leaders are sent for training on leadership skills as a ticket for promotional purposes. The results also revealed that majority of the respondents who were 75.2% agreed with the statement that their organization invest on improving skills of the leaders.

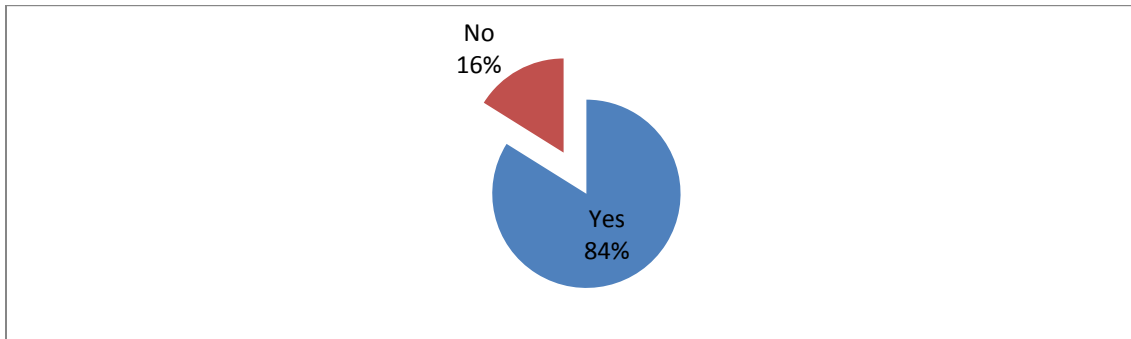
On a five point scale, the average mean of the responses was 3.97 which means that majority of the respondents were agreeing to the statements in the questionnaire; however the answers were varied as shown by a standard deviation of 1.07.

**Table 1: Ethics recruitment process and performance**

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Dev
All leaders in the organization are competent	6.00%	5.40%	9.40%	45.00%	34.20%	3.96	1.10
Leaders trainings are oftenly held in the organization	6.00%	8.70%	9.40%	45.60%	30.20%	3.85	1.13
Staff competency on revenue collection affects financial performance of the county	4.70%	5.40%	8.70%	47.00%	34.20%	4.01	1.04
Scholarship and sponsorship are available for all staff to be trained on good leadership	4.70%	5.40%	8.70%	49.00%	32.20%	3.99	1.03
Leaders are sent for training on leadership skills as a ticket for promotional purposes.	4.00%	5.40%	8.10%	45.00%	37.60%	4.07	1.02
Our organization invest on improving skills of the leaders	5.40%	6.00%	13.40%	43.00%	32.20%	3.91	1.09
<b>Average</b>						<b>3.97</b>	<b>1.07</b>

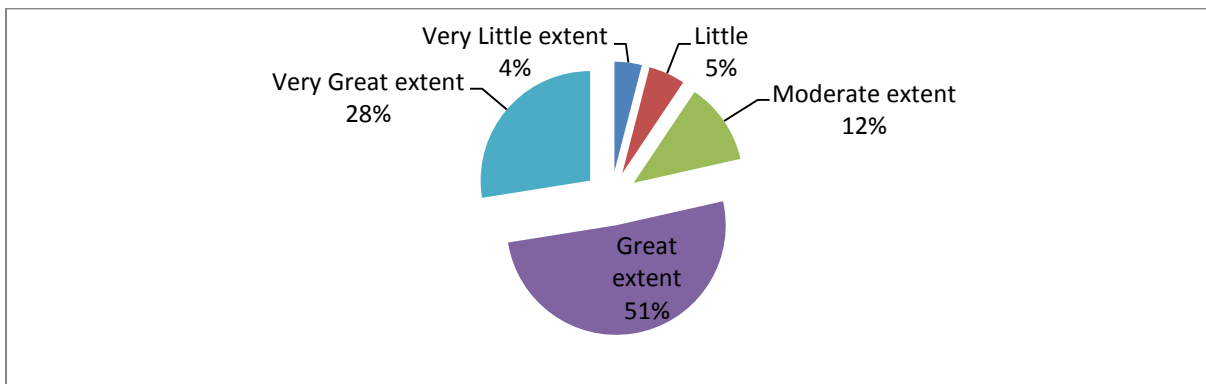
#### 4.1.1 Ethical organization culture on performance

The respondents were asked to indicate whether ethics training affect performance of state corporations. Majority of the respondents who were 84% indicated that ethics training affect performance of state corporations while only 16% who indicate that ethics training does not affect performance of state corporations



**Figure 3: Ethics organizational culture and performance**

The respondents were further asked to indicate the extent to which ethical organizational culture affect performance of state corporations. Majority of the respondents who were 51% indicated that ethical organizational culture affect performance of state corporations to a great extent, 28% indicated to a very great extent, 12% indicated to a moderate extent, 5% indicated to a little extent while only 4% who indicated to a very little extent.



**Figure 4: Ethics organizational culture and performance**

The results revealed that majority of the respondents who were 79.2% agreed with the statement that they have a shared vision of what the organization will be like in the future. The results revealed that majority of the respondents who were 79.9% agreed with the statement that moral values have positively affected employee commitment to situations and their relationship and interaction with people. The results revealed that majority of the respondents who were 81.8% agreed with the statement that work is organized so that each person can see the relationship between his or her job and the goals of the organization. The results revealed that majority of the respondents who were 77.9% agreed with the statement that they are able to meet short-term demands without compromising our long-term vision.

The results revealed that majority of the respondents who were 78.5% agreed with the statement that teamwork is used to get work done, rather than hierarchy. The results revealed that majority of the respondents who were 77.2% agreed with the statement that the capabilities of people are viewed as an important source of competitive advantage. The results revealed that majority of the respondents who were 78.6% agreed with the statement that everyone believes that he or she can have a positive impact in the organisation



On a five point scale, the average mean of the responses was 3.93 which means that majority of the respondents were agreeing to the statements in the questionnaire; however the answers were varied as shown by a standard deviation of 1.11.

**Table 2: Ethical Organizational Culture and performance**

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std.Dev</b>
We have a shared vision of what the organization will be like in the future	5.40%	6.70%	8.70%	45.60%	33.60%	3.95	1.09
Moral values have positively affected employee commitment to situations and their relationship and interaction with people.	6.00%	4.70%	9.40%	49.70%	30.20%	3.93	1.06
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	7.40%	3.40%	7.40%	45.60%	36.20%	4.00	1.12
We are able to meet short-term demands without compromising our long-term vision	4.70%	8.10%	9.40%	40.30%	37.60%	3.98	1.11
Teamwork is used to get work done, rather than hierarchy	7.40%	6.00%	8.10%	52.30%	26.20%	3.84	1.11
The capabilities of people are viewed as an important source of competitive advantage	6.70%	6.70%	9.40%	41.60%	35.60%	3.93	1.15
Everyone believes that he or she can have a positive impact in the organisation	7.40%	4.70%	9.40%	47.70%	30.90%	3.90	1.12
<b>Average</b>						<b>3.93</b>	<b>1.11</b>

#### 4.1.3 Performance of State Corporation

The results revealed that majority of the respondents who were 78.5% agreed with the statement that firm financial leverage has increased over the last five years. The results revealed that majority of the respondents who were 75.2% agreed with the statement that their firm has experienced an increase in total revenue collected over the last 5 years. The results revealed that majority of the respondents who were 73.1% agreed with the statement that their firm has experienced an increase in assets over the last 5. The results revealed that majority of the respondents who were 71.8% agreed with the statement that there has been improvement in customer satisfaction in the last 5 years. The results revealed that majority of the respondents who were 73.2% agreed with the statement that there has been an improvement in service delivery of our firm in the past 5 years.

On a five point scale, the average mean of the responses was 3.83 which means that majority of the respondents were agreeing to the statements in the questionnaire; however the answers were varied as shown by a standard deviation of 1.07.

**Table 3: Performance of State Corporation**

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std.Dev
Our firm financial leverage has increased over the last five years	4.00%	5.40%	12.10%	51.00%	27.50%	3.93	0.99
Our firm has experienced an increase in total revenue collected over the last 5 years	6.00%	8.70%	10.10%	51.70%	23.50%	3.78	1.09
Our firm has experienced an increase in assets over the last 5	6.00%	4.70%	16.10%	46.30%	26.80%	3.83	1.07
There has been improvement in customer satisfaction in the last 5 years	8.10%	6.70%	13.40%	48.30%	23.50%	3.72	1.14
There has been an improvement in service delivery of our firm in the past 5 years	4.70%	5.40%	16.80%	40.30%	32.90%	3.91	1.07
<b>Average</b>						<b>3.83</b>	<b>1.07</b>

## 4.2 Inferential Statistics

### 4.2.1 Correlation Analysis

Table 4 below presents the results of the correlation analysis. The results revealed that that ethical recruitment process and performance of state corporations have a positively and significant association ( $r=0.449$ ,  $p=0.000$ ). The results further revealed that that ethical organizational culture and performance of state corporations have a positively and significant association ( $r=0.480$ ,  $p=0.000$ ).

**Table 4: Correlation Matrix**

		perform ance	leaders integrity	ethical training	ethical recruitment process	Organizational culture
performance	Pearson Correlation Sig. (2-tailed)	1.000				
ethical recruitment process	Pearson Correlation Sig. (2- tailed)	.449**	.419**	.221**	1.000	
Organizational culture	Pearson Correlation Sig. (2- tailed)	0.000	0.000	0.007	.435**	1.000
		0.000	0.000	0.129	0.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

#### 4.2.2 Regression Analysis

The results presented in table 5 present the fitness of model used of the regression model in explaining the study phenomena. Ethical recruitment process and ethical organizational culture were found to be satisfactory variables in explaining performance of state corporations. This means leader's integrity, ethics training, ethical recruitment process and ethical organizational culture explain 30.1% of the variations in the dependent variable which is performance of state corporations. This results further means that the model applied to link the relationship of the variables was satisfactory.

**Table 5: Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549a	0.301	0.292	0.28604

Table 6 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables indeed promote performance of state corporations. This was supported by an F statistic of 31.493 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

**Table 6: Analysis of Variance**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.154	2	2.577	31.493	.000b
Residual	11.946	146	0.082		
Total	17.1	148			

Regression of coefficients results in table 8 shows that there is a positive and significant relationship between ethical recruitment process and performance ( $\beta=0.274$ ,  $p=0.000$ ). The results further showed that there is a positive and significant relationship between ethical organizational culture and performance ( $\beta=0.292$ ,  $p=0.000$ ).

**Table 7: Regression of Coefficients**

	<b>B</b>	<b>Std. Error</b>	<b>t</b>	<b>Sig.</b>
Constant	1.757	0.273	6.44	0
Ethical recruitment process	0.274	0.071	3.854	0
Organizational culture	0.292	0.064	4.567	0

Optimal model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Performance of state corporation = 1.757 + 0.274 Ethical recruitment process + 0.292 ethical organizational culture + e

## 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary of Findings

From the descriptive results, majority of the respondents agreed that; all leaders in the organization are competent, leaders trainings are oftenly held in the organization, staff competency on revenue collection affects financial performance of the county, scholarship and sponsorship are available for all staff to be trained on good leadership, leaders are sent for training on leadership skills as a ticket for promotional purposes, organization invest on improving skills of the leaders.

The correlation results showed that ethical recruitment process and performance of state corporation have a positively and significant association. The regression results showed that there is a positive and significant relationship between ethical recruitment process and performance of State Corporation as supported by a beta coefficient of 0.274 and a p value of 0.000. These results imply that an increase in the unit change of ethics training would lead to better performance.

From the descriptive results, majority of the respondents agreed that; they have a shared vision of what the organization will be like in the future, moral values have positively affected employee commitment to situations and their relationship and interaction with people, work is organized so that each person can see the relationship between his or her job and the goals of the organization, they are able to meet short-term demands without compromising our long-term vision, teamwork is used to get work done, rather than hierarchy, capabilities of people are viewed as an important source of competitive advantage, everyone believes that he or she can have a positive impact in the organisation

The correlation results showed that ethical organizational culture and performance of state corporation have a positively and significant association. The regression results showed that there is a positive and significant relationship between ethical organizational culture and performance of State Corporation as supported by a beta coefficient of 0.292 and a p value of 0.003. These results imply that an increase in the unit change of ethics training would lead to better performance.

## 5.2 Conclusions

Based on the findings the study concluded that ethical recruitment process and ethical organizational culture have a positive and significant relationship with performance of state corporations.

The study further concluded that moral values positively affects employee commitment to situations and their relationship and interact with people. In addition leaders in state corporations are able to meet short-term demands without compromising their long-term vision.

## 5.3 Recommendations

Based on the findings the study made the following recommendations;

- State organization invest on improving skills of the leaders
- Leaders should always base their decision on moral justification based on reality rather than merely an agreed-upon set of morals and values by an individual
- Organizations should embrace fairness and equity regarding promotions

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