

Assessment of Ethical Behavior Influence on Institutional Governance in the Public Service Commission of Kenya

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Abstract

The purpose of this study was to provide an assessment of ethical behavior influence on institutional governance in the Public Service Commission (PSC) of Kenya. The concept of ethics continues to receive attention from scholars given that it plays a significant role in augmenting Institutional governance. However, the debate on the influence of ethical behavior on Institutional governance is inconclusive given that the current literature presents varied results. Thus, this study examined the factors influencing adoption of ethical behavior in institutional governance with specific reference to the Public Service Commission of Kenya. The objectives of the study are to: assess the extent to which financial outsourcing strategy influence organizational performance, establish the influence of organizational culture on adoption of ethical behavior, investigate influence of organizational leadership on adoption of ethical behavior, and assess the influence of training on adoption of ethical behavior by Public Service Commission. The study adopted the stewardship theory and virtual-based ethical theory. The study used quantitative methodology research method and a descriptive correlational research design. The population constituted all the employees of the Public Service Commission (N=220). Moreover, the study applied simple random sampling procedures to obtain data from 140 respondents. Primary data was collected through structured questionnaires. Preceding data collection, the instruments were piloted to establish their validity and reliability, where Cronbach alpha was applied to establish reliability. On one hand, the expert opinion of the supervisor was essential in establishing validity. On the other hand, SPSS version 24.0 statistical software was used to compute both inferential and descriptive statistics. Data was thus, presented in table forms. The study recommends that offering education seminars and training boost job satisfaction and operational efficiency for organizations. Moreover, organizational culture has a significant influence on ethical behavior in institutional governance.

Key words: Kenya, Ethical Behaviour, Institutional governance, Organizational culture, Leadership and Training, Public Service Commission (PSC)

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Background to the Study

Institutional governance is the acceptance by management of the inalienable rights of shareholders as the true owners of the corporation and of their own role as trustees on behalf of the shareholders (Sambashivarao, 2017 & Miao, Gillani, Mohsin Abbas and Zhan 2023). It deals with conducting the affairs of a company such that there is fairness to all stakeholders and that its actions benefit the greatest number of stakeholders. In this regard, the management needs to prevent asymmetry of benefits between various sections of shareholders, especially between the owner-managers and the rest of the shareholders. Ethical dilemmas arise from conflicting interests of the parties involved. In this context, managers make decisions based on a set of principles influenced by the values, context and culture of the organization. Ethical leadership is good for business as the organization is seen to conduct its business in line with the expectations of all stakeholders.

A stakeholders' company's ethical functioning can be achieved only when the company is entirely committed. In fact, this commitment should take place at all hierarchical levels of the company's governance and management process. Based on the concepts of integral governance and management (Belak et al., 2014; Bleicher, 2004), these levels are political or normative (shareholders), strategic (top management), tactical, and operative (or operational) management levels. Banerji and Krishnan (2000) noted the importance of leader beliefs, values, visions and actions that set the tone and standard of governance in corporations. Specifically, leaders are said to influence ethical choice (Banerji & Krishnan, 2000). On top of all this, it is also suggested that ethical corporations depend on the values and moral principles held by individuals, in particular the leaders, in the corporations (Ferrell, Fraedrich & Ferrell, 2000).

At the global level, several studies have been conducted on adoption of ethical behavior and how this influences Institutional governance (Baumane et al., 2017; Gupta & Singh, 2018). The interplay between ethical behaviour adoption and effective Institutional governance and the compounding factors associated with relationship has received significant attention from policy makers and scholars in equal measure. Studies conducted in Italy (see, for example, Lombardi, Trequattrini, Cuzzo, & Cano-Rubio, 2019) indicate that ethical behavior in any organizational setup depend on the extent to which leadership or tone from the top is committed to institutionalize a culture of honesty, integrity and fairness in the day-to-day management of organizations. Studies done in China (see, Tourigny, Han, Baba, & Pan, 2019; Ren & Chadee, 2017) indicate that adoption of organizational ethics are central to inculcating an organizational citizenship behaviour that is essential in Institutional governance.

Existing research on ethical behavior adoption in India (for example, Sankaran & Joseph, 2018; Subramanian, 2018) portend that appropriate institutional culture or environment is required to promote ethical behaviour adoption in organizations. This evidence suggests that the

culture of an organization is critical in enhancing adoption of ethical behaviour. Far from this reality, many organizations, as cited in Metcalf and Moss (2019), lack adequate commitment by the top leadership to enhance adoption of ethical behaviour. Even when the top teams try to entrench an ethical code of conduct, most organizations do not have an ethical culture that stresses the need for respect for diversity, honesty and integrity (Bello, 2012; Crane & Matten, 2016). Thus, the tone at the top in addition to organizational culture are sine qua non for adoption of ethical behaviour in Institutional governance.

Studies conducted in Africa appear to indicate the influence of training on adoption of ethical behaviour since organizational workforce need to have technical and administrative understanding of ethical behaviour (Hollis, 2021; Zaim, Demir, & Budur, 2021). Furthermore, growing attention by scholars on ethical leadership or behaviour in Africa suggest that organizational culture and leadership are critical ingredients for ethical behaviour adoption (Ahmad & Gao, 2018). For instance, ethical leadership in Botswana and South Africa depends on ethical leadership characteristics and training received by the personnel who are expected to adopt the acceptable code of conduct (Cheteni & Shindika, 2017). This evidence suggests that adoption of acceptable moral principles do not happen in a vacuum; rather, uptake of ethical codes of conduct depend on the training acquired over and above organizational culture and leadership. Perezts, Russon, & Painter (2020) suggests that ethical leadership in West African organizations is heavily acquired from training modules that emblem the changing needs of the organization.

In Kenya, several studies have been conducted on ethical behavior adoption in different organizations. For instance, Mainga (2012) stated that adoption of ethical behavior in many of public organizations in Nairobi depends on the organizational culture and leadership of those particular public entities. Adoption of socially acceptable moral code of conduct has been mooted in many organizations in Kenya as a possible panacea to challenges facing Institutional governance (Lishenga & Mbaka, 2015; Mbaka & Lishenga, 2012). Towards this end, though there is evidence on what is needed for adoption of ethical behavior in public sector organizations, it appears that there is dearth of statistical evidence on the extent to which organizational leadership and culture and training influence adoption of ethical behavior in Institutional performance. Ethics and ethical behavior play a pivotal role in shaping a firm's identity and reputation, establishing its brand and winning the trust of suppliers, creditors, investors, customers and other business associates (Ferrell et al., 2011; Barrow, 2009). While fidelity, justice and responsibility are critical for putting up a good reputation, a firm that is looking for excellence in its area must transcend just satisfying its shareholders.

Neubert et al. (2009) posit that there is a positive relationship between ethical leadership style and ethical climate. Ethical leaders respond positively to an ethical climate and the commitment of other members of the organization. Moreover, managers have a moral authority, such as being fair, honest, trustworthy, and considerate, that influences members of organizations. Their actions promote such conduct in their followers. Therefore, ethical leadership demonstrates a role model influence on ethical climate, which influences the job satisfaction and commitment of members of the organization. Institutional governance refers to the way organizations are regulated and governed. Research has shown that well governed organizations perform better thus, emphasizing the need for good Institutional governance (Miring'u and Mouria, 2011; Bebhuck et al., 2004). On the other hand, bad

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Institutional governance has proven to lead to collapse of state enterprises (Kyerbaah and Biekpe, 2006). Bad Institutional governance leads to problems of mismanagement, pilferage, red tape, wastage, unreliable services and other operational inefficiencies. Business ethics is concerned with morals and up right behavior.

Sambashivarao (2017) contends that the fundamental objective of Institutional governance is to enhance shareholders' value and protect the interests of other stakeholders by improving the Institutional performance and accountability. Hence, it harmonizes the need for a company to strike a balance at all times between the need to enhance shareholders' wealth whilst not in any way being detrimental to the interests of the other stakeholders in the company. Further, its objective is to generate an environment of trust and confidence among those having competing and conflicting interests.

Articles 155(3) (a), 158(2) (3) and (4), 171(2), 230(2) (b), 234 and 236 of the Constitution of Kenya 2020 spells out the mandate of the Public Service Commission (PSC). This includes establishment and abolition of offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service. In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act, 2015 and other relevant legislation. The functions and powers of the Commission are set out in Article 234 of the Constitution and the enabling legislation. The vision of the Commission is to be a citizen-centrist public service, while the mission is to transform and reform the Public Service for Efficient and Effective Service Delivery. The Commission's core values include professionalism, teamwork, innovation and citizen focus. The Key result areas of the Commission center on Efficient Public Service Delivery, Ethical and Values-based Public Service, and Enhanced Commission Capacity.

Statement of the Problem

The debate on the assessment of factors influencing adoption of ethical behavior in institutional governance is inconclusive given that some empirical and conceptual studies have yielded inconsistent results of which some have established factors, such as education and training to be the major factors (Mainga, 2012; Rossouw, 2005). Other studies have established that organizational culture has critical ramifications on the readiness of firms or individuals to adopt ethical behavior in the day-to-day governance of organizations (May, Luth, & Schwoerer, 2014; Chen & Hou, 2016). The role played by ethical behavior in the management of both private and public organizations cannot be overstated as it delineates non-ethical behaviour, such as non-observance of laws, favoritism, discrimination, theft, bribery, lack of confidentiality, lack of transparency, inadequate treatment of clients, suppliers, employees, deceitful advertising, and concealment of financial indicators (Ienciu, 2012; Karaibrahimoglu, & Cangarli, 2016). In fact, ethical behavior in institutional governance enables organizations to realize their full potential, implying that it is imperative to understand the factors that influence adoption of ethical behavior (Luthans, Luthans, & Luthans, 2015). The role of ethics in the context of Institutional governance was interpreted from three perspectives: Institutional governance as a code of ethics; ethical exclusivity in governance; and ethics as an affiliate of Institutional governance (Crane & Matten, 2016). The conceptual gap focus was on assessment of the factors influencing adoption of ethical behavior in institutional governance.

Purpose of the Study

The purpose of the study is to assess the influence of ethical behavior on institutional governance with specific reference to the Public Service Commission of Kenya.

Objectives of the study

The specific objectives of the study are:

- i. To evaluate the influence of organizational culture on ethical behavior in the Public Service Commission of Kenya.
- ii. To assess the influence of training on ethical behavior in the Public Service Commission of Kenya.

Research Questions

In light of the above research objectives, the study seeks to answer the research questions:

- i. What is the influence of organizational culture on adoption of ethical behavior by Public Service Commission?
- ii. What is the influence of training on adoption of ethical behavior by Public Service Commission?

Empirical Literature Review

The empirical literature review was discussed below with an alignment to the research objectives and an articulation of relevant research gaps.

Organizational Culture and Adoption of Ethical Behavior

DeBode, Armenakis, Feild, and Walker (2013) assessed ethical organizational culture and argued that an important element in discussions of organizational ethical is the diagnosis of organizational culture. The authors leveraged Kaptein's work on Institutional Ethical Virtues Model Scale (CEVMS) to facilitate their task. The authors build the present study by developing a short form of Kaptein's scale, the CEVMS–Short Form (CEVMS-SF). In a series of studies, using three independent samples, DeBode et al. (2013) explained how the CEVMS-SF is applicable in the action research process when conducting a diagnosis or evaluating change interventions during the transformation of an unethical organizational culture to an ethical one. Organizational change usually proceeds by initiating four steps: (a) conducting an organizational diagnosis to identify problem symptoms and causes, (b) planning interventions to eliminate problem causes (i.e., action planning), (c) implementing change interventions, and (d) evaluating effects of the interventions to determine if change objectives have been accomplished. Nguyen (2011) investigated how organizations can create an ethical organizational culture and argued that having an organizational culture that emphasizes ethical behavior can cut down on misbehavior of organizations. The author indicated that whether an organization develops a culture that emphasizes doing the right thing even when it is costly comes down to whether leaders, starting with the CEO, consider the ethical consequences of their actions. Leaders with a moral compass set the tone when it comes to ethical dilemmas.

O'Leary and Stewart (2007) through an exploratory study examined governance factors affecting internal auditors' ethical decision-making. Sixty-six internal auditors were presented with five ethical dilemmas. For each scenario, a key element of Institutional governance was

manipulated to assess its impact on ethical decision-making. These were audit committee support; management integrity regarding accounting policies; management integrity regarding pressure on internal audit; external auditor characteristics; and organizational code of conduct. Findings of the study indicated that participants were generally sensitive to ethical dilemmas but were not always confident that their peers would act ethically. A higher quality external audit function was positively associated with internal auditors' ethical decision-making. However, the strength of other governance mechanisms did not appear to influence ethical decision-making. Finally, more experienced internal auditors adopted a more ethical stance in some cases.

Rodriguez-Dominguez, Gallego-Alvarez, and Garcia-Sanchez (2009) reviewed Institutional governance and codes of ethics. Findings of the study suggested that owing to recurrent recent Institutional scandals, several rules have focused on the role played by Boards of Directors on the planning and monitoring of Institutional codes of ethics. In theory, outside directors are in a better position compared to insiders to protect and further the interests of all stakeholders because of their experience and their sense of moral and legal obligations. Female directors also tend to be more sensitive to ethics according to several past studies, which explain this affirmation by early gender socialization, the fact that women were thought to place a greater emphasis on harmonious relations and the fact that men and women use different ethical frameworks in their judgments. Furthermore, the sought to determine the influence of these characteristics of the Board in terms of promoting and hindering the creation of a code of ethics. Findings show that a greater number of female directors do not necessarily lead to more ethical companies. Moreover, within Europe as a continent, board ownership leads to an entrenchment of upper-level management, generating a divergence between the ethical interests of owners and managers.

Training and Adoption of Ethical Behavior

Sekerka (2009) reviewed organizational ethics education and training and argued that ensuring that ethical action remains a vibrant aspect of an organization's climate and culture is an ongoing challenge for those responsible for training and development. To understand better what best practices were being utilized today, eight organizations in the Silicon Valley region of the United States were studied. Findings suggest that ethics training is particularly intensive when an employee is first hired, when rules, regulations and Institutional values are shared during the indoctrination period. Training continues, but is often limited to online activities. Face-to-face interaction, necessary for learning and development, is usually reserved for specialized functions and senior level managers. Most firms emphasize a compliance-based approach, with little attention directed toward developing moral competencies over time. In addition, assessment tools to measure ethical competencies were rarely used as performance criteria. Findings from this study reveal specific trends, which can inform, guide and improve practitioners' efforts to further develop ethical decision-making and action within their organizations.

Kaptein (2015) examined the effectiveness of ethics programs and posited that organizations are faced with the question, not only whether to adopt an ethics program, but also which components to adopt when. The author argue that unethical behavior occurs less frequently in organizations that have an ethics program than in organizations that do not have an ethics program. Nine components of ethics programs were identified and examined. The results show that there is a direct relationship between the number of components adopted and the

frequency of observed unethical behavior. No relationship was found between per-employment screening and unethical behavior, while the strongest relationship was discerned between accountability policies and unethical behavior. The study further reveals that the best sequence for adopting components of an ethics program is a code of ethics, ethics training and communication, accountability policies, monitoring and auditing, and investigation and correction policies; all of which are directly related to less unethical behavior.

Nagashekhara, Agil, and Ugandar (2012) studied ethics training influence on ethical behavior of medical representatives in pharmaceutical industry because of *poor* regulatory system and no stringent codes on ethics by the concerned regulatory bodies in the pharmaceutical industry in India. The study applied correlation and a cross sectional research design and collected data using a structured questionnaire. Results show that graduates and less than 35 years of age group medical representatives have better influence on ethical behavior after their ethics training. Researchers strongly recommend that, role playing scenarios and real-world examples from the field and detailing them how they fit or violate the policies or regulations are valuable. Pharmaceutical companies are advised to reinforce ethics training online to ensure consistent delivery as ethics improves employee morale, recruitment, retention and success in sales.

Greeta, Pooja, and Mishra (2016) through review of literature examined ethical behaviour in organizations and established that ethical behavior has been a cause of concern since very ancient time. Ethical behavior in business practice has been developed continuously. In modern time, ethical behavior has been looked as important aspect of the business success. Merely the existence of the code of ethics not only influences ethical behavior, but knowledge of its content among employees has a positively influence on employee's ethical behavior. The authors argue that training programme should positively influence on ethical behavior and that ethics training enhance ethical behavior in organization and ethics training introduces the organization policies rules, codes and teach how to deal with this job to behave ethically

Virtue-Based Ethical Theory

Virtue theory dates back to the ancient Greek philosophers, especially Plato and Aristotle (Graham, 2017 & Henrick Berg 2020). Judgment is exercised not through a set of rules, but because of possessing those dispositions or virtues that enable choices to be made about what is good and holding in check desires for something other than what will help to achieve this goal. Thus, virtue-based ethics emphasizes certain qualities that define appropriate behavior and the right action to take (Pennock & O'Rourke, 2017). Virtue theory does not establish a set of criteria to evaluate potential decisions. Rather, it emphasizes the internal characteristics of an individual with whom we would want to enter into a relationship of trust. The ultimate goal is for "the decision maker to do the right thing in the right place as the right time in the right way."

The first approach to ethics in this theoretical orientation proposes that there are certain dispositional character traits (virtues) that are appropriate and praiseworthy in general and or in a particular role (Grant, Arjoon, & McGhee, 2017). More formally, virtue ethics represents a systematic formulation of the traits of character that make human behavior praiseworthy or blameworthy. The second approach to virtue ethics not only identifies the virtues, but also focuses on their integration into what can be described as practical wisdom or right reason. Practical wisdom is the phrase used to describe one's ability to choose patterns of actions that are

desirable. These patterns of actions are informed by reasoning that is, in part, influenced by habits of emotional experience or virtues, but also by the depth and breadth of experience available to the human being as he or she is placed in society (Pellegrino, 1995).

Virtue based ethical theory is relevant to this study as it details the ethical explanations and reasons people use in order to explain their decisions and. The theory-based criteria contain information about the recommended action and about the reasons for that recommendation. Furthermore, Virtue based ethical theory provides a link between ethical theory and managers' behavior; in fact, the theory posit that ethical managers ought to provide a balanced scorecard for the greater good of their organizations compared to negative outcomes (Riggio, Zhu, Reina, & Maroosis (2010). Conclusively, virtue based ethical theory demonstrates how individuals use a wide range of different ethical criteria in order to reason their decisions and behaviors.

Research Methodology and design

Methodological approaches in any field determine the validity of the research conclusions and inferences. The study will adopt quantitative research method. The nature of research was described as either quantitative or qualitative; however, both sets of data can be used for a single study in mixed methods. It is instructive to note that the type of data collected dictates the nature of data collection and analysis. This study will collect quantitative data since the questionnaire is structured, that is, it has close-ended questions. A descriptive correlational research design was applied in this study. According to Creswell and Creswell (2017), correlation designs were applied to determine whether two or more variables have any relationship. It is instructive to note that in correlational research design, variables under investigation/analysis should not be manipulated or influenced. A correlation design was selected given its versatility in establishing the strength and direction of relationships between predictor variables (organizational culture, organizational leadership and training) and the outcome variable (adoption of ethical behavior in Institutional governance). Creswell and Creswell (2017) posit that correlational research design allows researchers to determine whether and to what degree, a relationship exists between two or more variables within a population and to predict an outcome.

Target population

As argued by (Ogula,2005 & Sena Akman 2023), population is defined as a group of individuals, or objects that possess shared or homogeneous characteristics. Population parameters are essential in the description of the population size and other characteristics/parameters that are relevant to any study. According to Cooper and Schindler (2006), population refers to the group that the researchers are interested to study, which loosely translates into the unit of study that contains individual participants that measurements was undertaken from. The target population was made up of all 220 employees of Public Service Commission.

Table 1: Target Population

Group	Population
Senior Managerial officers	50
Middle management officers	100
Subordinate workers	50
Grounds people	20
Total	220

Source: Field Data 2023

Sampling Technique and Sample Size

Bartlett, Kotrlik, and Higgins (2001) observe that there is no rule that limits the sample a researcher can use; therefore, the study will use a sample that reflects the ideal population parameters based on the given confidence level. On the other hand, the selection of a sample size premises on the availability of resources as argued by Troendle and Yu (2003). Sampling design refers to the rules and procedures by which some elements of the population are included in the sample (Etikan, Alkassim, & Abubakar, 2016). Taherdoost (2016) asserts that sampling is that part of the statistical practice concerned with the selection of individual or observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inferences.

A sample is a smaller group or sub-group obtained from the accessible population (Etikan et al., 2016). This subgroup was carefully selected to be representative of the whole population with the relevant characteristics. Each member or case in the sample is referred to as subject, respondent or interviewees. Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study (Kim & Wang, 2019). It was the process of selecting a few individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The study will apply simple random sampling procedures to obtain the respondents for questionnaires. According to Melissa Horton (2023), simple random sampling removes all hints of bias-or at least it should. This is because each individual in the large population has same probability of being selected. The sample frame of the study includes a representative sample of the entire workforce of PSC. The study adopts Krejcie and Morgan Table to determine the sample size. The target population for the study is 220 respondents as represented in table 1 bellow. Appendix III shows that population of 220 will yield a sample size of 140 respondents.

Table 2: Sample Population

Group	Population	Sample
Senior Managerial officers	50	35
Middle management officers	100	70
Subordinate workers	50	30
Grounds people	20	5
Total	220	140

Source:

Data Collection Methods and Procedures

Data for this study was collected from primary sources using questionnaire. A semi-structured questionnaire will be designed with well-defined questions and administered through the drop and pick later technique to give the respondent ample time to address and respond to the various questions raised. Before the commencement of data collection, the researcher obtained all the necessary documents and an introduction letter from the University. Upon getting clearance, the researcher in person will distribute the questionnaires to the sampled staff. Use of questionnaires eased the process of data collection, as all the selected respondents were reached in time. During the distribution of the instruments, the purpose of the research was explained.

Method of Data Analysis

The study aims to collect both quantitative and qualitative data, whereby quantitative data will be coded and analyzed data by means of Statistical Package for Social Sciences. The researcher will apply descriptive statistics that included frequency, percentages, standard deviation, and mean. The researcher will present data using graphs, charts, and tables. The inferential statistics constituted of multivariate regression analysis and correlation analysis, which was used to determine the association between the dependent and independent variables. The use of descriptive statistics is justified by the fact that descriptive statistics can be useful for two things: First, providing basic information about variables in a dataset and secondly, highlighting potential relationships between variable (Simplilearn 2023).

The study will apply the regression model:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y = Adoption of Ethical Behaviour

β_0 = Constant Term

$\beta_1 - \beta_3$ = Regression coefficients

X_1 = Organizational Culture

X_2 = Organizational Leadership

X_3 = Education and Training

ϵ = error term

Response Rate

The sample size of this study was 220 respondents. Those filled and returned questionnaires were 162 respondents making a response rate of 73.6%, while the non-response sample was 57 respondents who constituted 26.4% as presented in table 4.1. Some of the respondents that did not return their questionnaires gave various reasons such as of lack of time to fill them and misplacement of questionnaires. Other respondents claimed that such information was private and that they were not sure if the results would be used for academic purposes only. While most scholars do not seem to agree on the acceptable level of response rate to form the basis for data analysis, Nachmias and Nachmis (2004) suggest that a response rate of 50% and above is satisfactory and represents a good basis for data analysis. Morris (2008) supports this argument that for a social study, responses bearing over 60% response rate are sufficient for making adequate research conclusions.

Table 3: Response Rate

Category	Frequency	Percent
Response	162	73.6
Non-Response	58	26.4
Total	220	100.0

Source: Field Data 2023

Indicators of Organizational Culture

The researcher sought to examine the influence of various indicators of organizational culture on adoption of ethical behavior at PSC. Various indicators of organizational culture include information sharing, organizational beliefs, organizational values, and organizational attitudes. The question posed to the respondents required them to select one indicator of organizational culture, denoting that the researcher wanted to know an indicator of Institutional culture that most influences adoption of ethical behavior. Results under this sub-section are detailed in the table below.

Table 4.1: Organizational Culture

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Information sharing	14	8.6	8.6	8.6
Organizational beliefs	26	16.0	16.0	24.7
Organizational values	46	28.4	28.4	53.1
Organizational attitudes	76	46.9	46.9	100.0
Total	162	100.0	100.0	

Source:

It is evident from table 4.10 that majority (46.9%) of the respondents were of the view that organizational attitudes as an indicator of organizational culture determines adoption of ethical behavior in Institutional governance. Nearly a third (28.4%) of the respondents indicated organizational values, 16.0% indicated organizational beliefs, while 8.6% indicated information sharing. This finding has important implications on adoption of ethical behavior in Institutional governance have all the sub-variables of organizations have significant influence on ethical decision making with an organization.

Organizational Culture and Adoption of Ethical Behavior

The researcher asked the respondents to rate the statements pertaining to organizational culture and adoption of ethical behaviour. Using a 5-point Likert scale, respondents were required to rate the statements, where 1 represented strongly disagree, while 5 represented strongly agree. The findings of the paper are indicated below.

Table 4.2: Organizational Culture and Adoption of Ethical Behavior

Response	N	Mean	Std. Deviation
Organizational change management practices support ethical decision making	162	4.0988	.68895
Behaviour of top management determine the organizational culture	162	3.6914	.69857
Employee job satisfaction hinges on transformative organizational culture	162	3.9753	.87725
Organizational diversity supports adoption of ethical behaviour	162	4.0926	.64803
Stakeholder involvement enhances adoption of ethical behaviour	162	4.5000	.60279

Source: Field Data 2023

As presented in table 4.2, stakeholder engagement enhances adoption of ethical behavior is strongly supported with a superior mean of 4.5 and a standard deviation of 0.60279 followed by change management practices as a basis to enhance adoption of ethical behaviour with a mean of 4.0988 and a standard deviation of 0.68895. On the other hand, organizational diversity has a mean of 4.0926 and a standard deviation of 0.64803, employee job satisfaction hinges on transformative organizational culture with a mean of 3.9753 and a standard deviation of 0.87725, while behaviour of top management determine the organizational culture has a mean of 3.6914 and a standard deviation of 0.69857.

Thus, it can be concluded that organizational culture has a significant influence on the willingness of an organization to adopt ethical behaviour in their day-to-day operations. In fact, the shared beliefs, attitudes, and values are key predictors of readiness of Institutional, either public or private, to adopt ethical behaviour. This finding is in tandem with Nguyen (2011) who argued that having an organizational culture that emphasizes ethical behavior could cut down on misbehavior of organizations.

Influence of Training on Adoption of Ethical Behaviors

This segment provides analysis of the collected data under the third objective of the study, which sought data on the influence of training and adoption of ethical behavior in Institutional governance. Therefore, this sub-section focuses on the relevance of trainings vis-à-vis adoption of ethical governance.

Provision of Training

This sub-section captured analysis of collected data on whether PSC was offering training to the employees. Respondents were required to agree or disagree, where those who agreed on provision to provide the frequency of the trainings. Analysis of the collected data is presented below.

Table 4.1: Provision of Training

Response	Frequency	Percent	Valid Percent	Cumulative Percent
YES	144	88.9	88.9	88.9
NO	18	11.1	11.1	100.0
Total	162	100.0	100.0	

Source:

As indicated in table 4.16, majority (88.9%) of the respondents indicated an affirmative ‘Yes’ that PSC provided training to the employees, while 11.1% disagreed that PSC offered any training to employees. Responded who indicated ‘Yes’ were asked to describe the frequency of the training as presented in the table below.

Table 4 Frequency of Trainings

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very often	35	21.6	24.3
	Often	51	31.5	59.7
	Rarely	25	15.4	77.1
	Very rarely	33	20.4	100.0
	Total	144	88.9	100.0
‘No’	18	11.1		
Total	162	100.0		

Source: Field Data 2023

It is evident from table 4.17 that majority (31.5%) of the respondents indicated that PSC often offered training to its workforce with a view of preparing employees to adopt ethical behaviors. On the other hand, 20.4% of the respondents observed that PSC rarely offered training programs, while 21.6% said that PSC provided training very often.

Customized Training

The researcher sought to determine whether PSC tailored/customized trainings according to the needs of the employees or according to the responsibilities assigned. It is imperative to point out

that customizing training offer an opportunity for employees to acquire competence based on their job specifications. Results under this sub-section are presented in the table below

Table 4.2: Customized Training

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	117	72.2	72.2	72.2
Disagree	45	27.8	27.8	100.0
Total	162	100.0	100.0	

Source: **Field Data 2023**

It is evident from table 4.18 that majority (72.2%) of the respondents agree that PSC provides customized training with a view to supporting ethics in governance, while 27.8% of the respondents disagreed that PCS tailored education seminars and training. This finding has implication on the adoption of ethical behaviour by organizations as different cadres of organizations have different educational needs, therefore, the need to streamline training to reflect the prevailing needs and requirements.

Training Programs

The researcher sought to establish whether training programs offered by PSC were instrumental in reinforcing ethical standards. Analysis of the collected data is presented in the table below.

Table 4.2: Training Programs

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Pre-employment training	26	16.0	16.0	16.0
Accountability policies	19	11.7	11.7	27.8
Ethics training and communication	85	52.5	52.5	80.2
Monitoring and auditing	32	19.8	19.8	100.0
Total	162	100.0	100.0	

Source: **Field Data 2023**

It is evident from table 4.19 that majority (52.5%) of the respondents were of the opinion that ethics training and communication was the most fundamental training program that enhanced adoption of ethical behavior. On the other hand, 19.8% of the respondents indicated monitoring and auditing, 16.0% indicated pre-employment training, while 11.7% indicated accountability. This finding agrees with Kaptein (2015) who observed that the best sequence for adopting components of an ethics program is a code of ethics, ethics training and communication, accountability policies, monitoring and auditing, and investigation and correction policies; all of

which are directly related to less unethical behavior.

Rationale for Trainings

The study sought to establish the rationale behind provision of training programs because organizations do not conduct training for the sake of it. Analysis of the collected data is indicated in table 4.20

Table 4.3: Rationale for Trainings

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Employee retention	18	11.1	11.1	11.1
Lack of stringent code of conduct	16	9.9	9.9	21.0
Improve employee morale	90	55.6	55.6	76.5
Operational efficiency	38	23.5	23.5	100.0
Total	162	100.0	100.0	

Source: **Field Data 2023**

Majority (55.6%) of the respondents were of the view that their organization undertook employee training with an intention of improving the morale of the employees, while 23.5% of the respondents were of the considered opinion that operational efficiency could be realized through employee training. On the other hand, 11.1% and 9.9% of the respondents indicated employee retention and lack of stringent code of conduct respectively as the basis for training and education seminars. This result is congruent with the findings of Nagashekhara et al. (2012) who contended that companies are advised to reinforce ethics training online to ensure consistent delivery as ethics improves employee morale, recruitment, retention and success in sales.

Training and Adoption of Ethical Behavior

The researcher sought to determine the overall implication of training and adoption of ethical behaviour using attitudinal questions. The analysis of the collected data is presented in the table below.

Table 4.4: Training and Adoption of Ethical Behavior

Response	N	Mean	Std. Deviation
Employee training increases job satisfaction	162	4.1667	1.01694
Employee training has a significant effect on organizational ethical decision making	162	3.8765	.50789
Routine staff training enhances customer focus	162	4.1728	.57462
Quality training programs determine the value of quality ethical practices	162	4.6111	.59239
Valid N (listwise)	162		

Source: **Field Data 2023**

As presented in table 4.21, quality-training programs in enhancing adoption of ethical behavior is strongly supported with a superior mean of 4.6111 and a standard deviation of 0.59239 followed by routine employee training as a basis to enhance adoption of ethical behaviour with a mean of 4.1728 and a standard deviation of 0.57462. On the other hand, employee training as a basis for job satisfaction has a mean of 4.1667 and a standard deviation of 1.01694, while employee training to boost ethical decision-making has a mean of 3.8765 and a standard deviation of 0.50789.

Inferential Statistics

The study sought to establish factors influencing the adoption of ethical behaviour in Institutional governance with specific reference to the Public Service Commission of Kenya. The factors investigated were organizational culture, organizational leadership, and training.

Correlation Analysis

After the descriptive analysis, the study conducted Pearson correlation analysis to indicate a linear association between the predicted and explanatory variables or among the latter. It thus helped in determining the strengths of association in the model, that is, which variable best explained the adoption of ethical behavior in Institutional governance in the Public Service Commission of Kenya.

Table 4.6 Correlation Analysis

		organizational culture	organizational leadership	training
organizational culture	Pearson Correlation	1		
	Sig. (2-tailed)	.		
organizational leadership	Pearson Correlation	0.316	1	
	Sig. (2-tailed)	0.542	.	
training	Pearson Correlation	0.260	0.308	1
	Sig. (2-tailed)	0.619	0.553	.
adoption of ethical behavior	Pearson Correlation	0.092	0.673	0.147
	Sig. (2-tailed)	0.413	0.005	0.001
	N	262	162	162

Source: **Field Data 2023**

The study used correlation analysis to establish the influence of organizational culture, organizational leadership, and training on the adoption of ethical behavior in Institutional governance. Two-tailed Pearson correlation (R) was used to establish the same at 95% confidence level. From the results, the R-value between organizational culture and adoption of ethical behavior in Institutional governance was 0.413. This signifies moderate and positive linear association between adoption of ethical behaviour in Institutional governance and organizational culture. Organizational leadership had a correlation value of 0.005 with adoption of of ethical behavior in Institutional governance. This depicts a low linear relationship between organizational leadership and adoption of of ethical behavior in Institutional governance. Similarly, noted was that training had a correlation value of 0.001, which indicated a positive, significant, and linear association between training and adoption of ethical behavior in Institutional governance.

Regression Analysis

The regression model for the present study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Whereby Y represent the adoption of ethical behavior in Institutional governance, X_1 is organizational culture, X_2 is organizational leadership, and X_3 training. B_0 is the model's constant, and $\beta_1 - \beta_3$ are the regression coefficients while ϵ is the model's significance from f-significance results obtained from analysis of variance (ANOVA).

Table 4.3: Model Goodness of Fit

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.951	0.904	0.518	0.47885	2.050

a. Predictors: (Constant), organizational culture, organizational leadership, and training.

b. Dependent Variable: Adoption of ethical behaviour.

Source:

Table 4.5 shows that there is a good linear association between the dependent and independent variables used in the study. This is shown by a correlation (R) coefficient of 0.951. An R-square value of 0.904 was established depicting that this relationship was very strong and that organizational culture, organizational leadership, and training accounted for 90.4% in the adoption of ethical behavior in Institutional governance. A Durbin Watson test for autocorrelation value of 2.050 was established depicting no autocorrelation within the regression model residuals.

Table 4.6: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.148	4	0.537	2.343	0.002
Residual	20.839	91	0.229		
Total	22.987	95			

Source: **Field Data 2023**

ANOVA analysis was conducted to determine the regression model significance. An F-significance value of 0.002 was established depicting that the regression model is statistically significant (confidence level) ($p < 0.05$). The study established the following regression model:

$$Y = 2.232 + 0.507 X_1 + 0.146 X_2 + 0.364 X_3$$

Table 4.7: Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.232	1.355		1.500	0.474
Organizational culture	0.507	0.209	1.634	2.801	0.311
Organizational leadership	0.146	0.062	0.727	2.235	0.258
Training	0.364	0.149	1.288	2.414	0.241

a. Dependent Variable: Adoption of ethical behaviour in Institutional governance

Source: **Field Data 2023**

From the model, when other factors (culture, leadership, and training) are at zero, the adoption of ethical behavior will be 2.232. Holding other factors constant, a unit increase in organizational culture would lead to 0.507 increase in the adoption of ethical behavior in Institutional governance. Holding other factors constant, a unit increase in organizational leadership would lead to 0.146 increase to the adoption of ethical behavior in Institutional governance. Moreover, holding other factors constant, a unit increase in organizational training would lead to 0.364 increase to the adoption of ethical behavior in Institutional governance.

This implies that organizational culture contributes the most to the adoption of ethical behavior in Institutional governance followed by organizational training and leadership respectively. The results above show that organizational culture, leadership, and training have a significant impact on the adoption of ethical behavior in Institutional governance in Public Service Commission during the period under study. The high Coefficient of Multiple Determination of 0.904 and significance change of 0.002 supports this.

Summary, Conclusion and Recommendations

This section provided the summary of the findings in light of the respective study objectives. Thus, chapter discusses the summary of findings, conclusion and recommendations of the research study; this entailed a detailed explanation on the Assessment of ethical behavior influence on Institutional governance with specific reference to Public Service Commission of Kenya. The answers to the research questions were discussed from the study findings and as an effort to provide an in-depth discussion of the influence of ethical behavior was provided with a view to establish the strength of each factor in relation to the adoption of ethics in governance.

Influence of Organizational Culture

Analysis of collected data under the first objective, which sought data on the influence of organizational culture and adoption of ethical behavior in Institutional governance, found that PSC had undertaken change management practices aimed at enhancing ethical decision-making. Furthermore, the study established that PSC had implemented all elements of Institutional governance, where management integrity was the most crucial element of Institutional governance that influenced ethical decision-making. Majority of the respondents were affirmative that they experienced ethical dilemmas, which sometimes impeded their capability to make ethical decisions, while majority of the respondents indicated a moderate extent on the relationship between experience of an employee and adoption of ethical behaviour in Institutional governance. Majority of the respondents were of the view that organizational attitudes as an indicator of organizational culture determines adoption of ethical behavior in Institutional governance.

Influence of Training

Analysis of collected data under the third objective, which sought data on the influence of organizational training and adoption of ethical behavior in Institutional governance, found that PSC provided training to the employees as evidenced by majority response. In addition, the study established that PSC tailored training programs with a view to supporting ethics in governance, where different training programs were pre-employment training, training on accountability policies, ethics training and communication, monitoring and auditing. The study found that the

rationale for training stemmed out of the need to improve employee morale, employee retention, and operational efficiency, which will support adoption of ethics in governance.

Conclusions

In light of the objectives of the study, the researcher makes the following conclusions:

The study found that sub-variables of organizational culture, such as beliefs, attitudes, and values determine the adoption of ethical behavior. Accordingly, the researcher concludes that organizations should realign their Institutional culture to reflect ethics in governance.

The study concludes that provision of training and education seminars are imperative for organizations to realize an ethical culture.

Recommendations

The following is a list of recommendations that the researcher established upon critical evaluation of the study findings:

First, analysis of study findings pointed out that organizational culture has a significant influence ethical behavior on institutional governance because culture encompasses beliefs, attitudes, and values of an organization, which determine day-to-day running of organizations. Accordingly, this study recommends that organizations instill beliefs, values, and attitudes that support change management so that organizations are able to cope with change, such as adoption of ethics in governance.

Second, the presentation of the findings pointed out that offering education seminars and training boosts job satisfaction and operational efficiency for organizations. Accordingly, this study recommends that Institutional, both private and public, should offer routine and tailored training to employees with a view to preparing them to adopt the recommendations of the organizational leadership, such as ethical behavior.

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