FACTORS INFLUENCING WORKFORCE INTEGRITY IN CONSULTANCY FIRMS IN KENYA: A CASE STUDY OF HIPORA BUSINESS SOLUTIONS LIMITED

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BUSINESS MANAGEMENT AND LEADERSHIP IN MANAGEMENT UNIVERSITY OF AFRICA

AUGUST, 2018
DECLARATION

This research project is my original work and has not been presented for a degree in any other University

Signature: ................................................................. Date: ......................................................

John Wanjohi
BML/11/00361/2/2015

This research project has been submitted for examination with my approval as University Supervisor

Signature: ................................................................. Date: ......................................................

Ms. Isabella Sile
The Management University of Africa
DEDICATION

I dedicate this research study to my wife Zaweria and my children Bernadette, Seth and Levin for the emotional support and encouragement towards my studies.
ACKNOWLEDGEMENT
I appreciate the intellectual guidance of my supervisor Ms. Isabella Sile. I acknowledge the support of Hipora Group (HG) Limited management and staff for allowing me to use the company as a case study. I thank the Almighty God for strength, health and protection that has seen me through with this research study. I also appreciate warm support of my friends and college mates.
This study sought to investigate factors influencing workforce integrity in consultancy firms in Kenya. Specifically, the study sought to establish the influence of personal values, organizational values, accountability, transparency and professionalism on workforce integrity in consultancy firms in Kenya. This study aimed to benefit Hipora Business Solutions Management, policy developers and future scholars for policy restructuring and citations. This study used Allport personality theory, bright side versus dark side theory and MacKinnon identity versus reputation theory to support the study. This study used descriptive research design. The study target population was 201 staff of Hipora Business Solutions based at the headquarters in Karen. The study adopted the use of stratified random sampling technique to select the participants. The sample size was 30% of the target population as proposed by Kothari (2004). The structured questionnaires were used as method of data collection. Data analysis was qualitative and quantitative in nature. Findings were presented in tables and charts. The study findings revealed that personal values, organizational values, accountability, transparency and professionalism improved workforce integrity in consultancy firms in Kenya. Based on the study findings, this study recommended the following for Hipora Business Solutions (HBS) and in order to continue improve the level of integrity in the company; to continue to test their employees’ honesty at their company recruitment process level; to continue to test their employees’ reliability at their company recruitment level; to continue to develop and build company ethical code of conduct for the employees; to continue to develop and build organization work manuals for the employees; to continue to test how responsible their employees were at the company recruitment level; to continue to test how answerable their employees were at the company recruitment level; to continue to test how openly engaged employees; to continue to periodically audit and assessed their employees; to continue to test their employees’ diligence at the company recruitment level; and to continue to test their employees’ effectiveness at the company recruitment level. This study suggests that further studies should also be conducted in other consultancy firms in Kenya based on same study objectives and variables.
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### ACRONYMS AND ABBREVIATIONS

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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>HSS</td>
<td>Hipora Security Solutions</td>
</tr>
<tr>
<td>HBS</td>
<td>Hipora Business Solutions</td>
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<td>HG</td>
<td>Hipora Group</td>
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<td>MUA</td>
<td>Management University of Africa</td>
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<td>LCO</td>
<td>Loss Control Officer</td>
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OPERATIONAL DEFINITION OF KEY TERMS

Accountability  In this study accountability means ways through which exercise of power and people in power are counter checked (Binns, 2014).

Consultancy Firms  In this study these are service firms that offer professional services in security, accountancy, law and logistics among other fields (Okwiri, 2013).

Integrity  In this study integrity refers to a quality of a person’s character (Enderle, 2015).

Organizational Values  In this study organizational value are the standards which guide the behaviours and actions of personnel in the institutions (Frank, 2011).

Personal Values  In this study personal values are beliefs that guides a person thinking, decisions or conducts (Green, 2013).

Transparency  In this study transparency implies openness, communication and accountability by which the organization conducts its affairs (Hickman, 2011).

Values  In this study values are beliefs, ethos or ethics that guides a person’s conduct (Lekta, 2012).

Workforce  In this study these are the group of employees within a firm or organization (Enderle, 2015).
CHAPTER ONE
INTRODUCTION

1.0 Introduction
This chapter covered the background of the study with regard to factors influencing workforce integrity in consultancy firms in Kenya. This chapter also covered problem statement, research objectives, research questions, scope of the study and chapter summary.

1.1 Background of the Study
Globally, the issue of workforce integrity has gained significant attention more than ever. King (2013) defines integrity as the beliefs, values, ethos, ethics or principles that guides and defines a person’s behavior. Mackie (2014) explains that workforce integrity as become of utmost paramount all over the world today because values such as neutrality, professionalism, accountability, transparency are becoming norm in the society and corporations today.

In Africa, according to Moss (2017), the issue of employees’ integrity has gained momentum due to the issues of corruptions and bribery as well as wellbeing of the organizations. Nekoranec (2017) explains that African corporations have give more attention to employees integrity and ethical conducts because African companies are recognizing that issues such as transparency, professionalism, accountability, employees personal values and organization values determines organization performance and profitability.

In Kenya, Ramah (2016) states that due to the rampant cases of bribery and corruption in Kenyan companies coupled with the emerging unethical conducts of employees, many corporations in Kenya are adopting employees ethical conduct appraisals and integrity tests. According to Rajeev (2015), integrity tests are becoming norm in employees’ evaluation especially during recruitment, promotion, lay off and training. This study seeks to investigate factors influencing workforce integrity in consultancy firms in Kenya with focus on Hipora Business Solutions (HBS). Specifically, this study will pay attention as to how personal values, organizational values, accountability, transparency and professionalism influence workforce integrity in Hipora Business Solutions.
At the organizations levels, Mackie (2014) explains that many and many organizations are embracing the culture of integral practice in business since it has been established and associated with the image of the company, reputation in industry and good value system. According to King (2013), integrity has become norm at the organizational context because it earns a firm good face value which can translate into profitability and improved sales. This then therefore improves the overall performance of the business or the firm.

According to Nekoranec (2017), at the individual level, employees as well as people in general want to have characters, principles and value systems that can be relied upon and trusted. "An outstanding characters or value systems have been most recently associated with good rewards such as promotions, recognitions, increased benefits and so much more. It is because of these reasons and others that each and every individual employee aims to cultivate the culture of integral practices since everybody seeks to be rewarded," (Moss, 2017).

Hipora Business Solutions (HSS) has been in operation for almost a decade now. The core service of HSS has been to provide loss control security services to third parties such as the retail chains, restaurants, manufacturing industries, warehouses and so on. To achieve this, it is a must that HSS must have employees with high integrity in their duties. This therefore means that HSS tests the integrity of its new potential employees when undertaking its recruitments. The firm also trains its employees on myriad integrity issues in order to safeguard the company image and promote good work ethics in the day to day operations of the employees as they undertake their duties. This study sought to investigate factors influencing workforce integrity in consultancy firms in Kenya.

1.1.1 Background of Hipora Business Solutions

Hipora Business Solutions (HSS) was established in Kenya in the year 2009 as loss control and inventory Management Company. Hipora Business Solutions provide loss control security services to retail, warehouses, manufacturing, trading and commercial companies among others, it also offers business solutions through inventory management which includes stock taking and also business intelligence; while the sister company Hipora Security Solutions (HSS), offers solutions to security guarding and safety for
institutions, companies, malls, residential estates and the retail sector. Hipora Business (HBS) works by appointing their security and/or loss control officers (LCO’s) or agents in their clients companies who monitor clients operations and activities and reporting any suspicious dealings on the part of the employees to the client Management Company or Hipora management itself. Hipora mission is to be the leading service provider in detecting multifaceted security, safety risk and loss causing factors experienced by retail, trade and industry, through best practices solutions combined with technology driven systems and professionally trained workforce. Hipora operates in Kenya, Tanzania and Uganda. The business core values are Value, Service and Integrity. In order to improve its employee’s integrity worthiness, Hipora introduced a unique and credible integrity assessment called polygraph testing methods that zeroes on detection of deception. This study sought to determine how integrity assessment has impacted Hipora employees (Hipora Business Solutions, 2018).

1.2 Statement of the Problem
In simple, integrity means the degree of quality of a person or company character. In organizational context, employee integrity is important as it determines whether an individual is professional, has values, and is honest, transparent and accountable. According to Lekta (2012), while the study of employee integrity has been done in different organizational contexts in Kenya, there is a gap of this nature of research with focus on consultancy firms in Kenya. Lekta (2012) study findings is also supported by Kaptein (2015) study that proposed that further research is necessary focusing on employees integrity in the consultancy firms in Kenya. It was based on these identified research gaps that this study sought to investigate factors influencing workforce integrity in consultancy firms in Kenya.

1.3 Objectives of the Study
1.3.1 General Objective
The main aim of this study was to establish factors influencing workforce integrity in consultancy firms in Kenya.
1.3.2 Specific Objectives

These were the specific objectives this study sought to achieve:

i. To determine the influence of personal values on workforce integrity in consultancy firms in Kenya.

ii. To assess the influence of organizational values on workforce integrity in consultancy firms in Kenya.

iii. To examine the influence of accountability relationship on workforce integrity in consultancy firms in Kenya.

iv. To identify the influence of transparency on workforce integrity in consultancy firms in Kenya.

v. To find out the influence of professionalism on workforce integrity in consultancy firms in Kenya.

1.4 Research Questions

These were the research questions that guided the study:

i. To what extent do personal values influence workforce integrity in consultancy firms in Kenya?

ii. How do organizational values influence workforce integrity in consultancy firms in Kenya?

iii. To what extent does accountability influence workforce integrity in consultancy firms in Kenya?

iv. How does transparency influence workforce integrity in consultancy firms in Kenya?

v. To what extent does professionalism influence workforce integrity in consultancy firms in Kenya?

1.5 Significance of the Study

This study would be significant to Hipora Business Solutions as investigation on factors influencing workforce integrity could be used to add value on how employees are recruited. The finding of this study could also inform Hipora Business Solutions of the integrity issues that it should set as its staff recruitment, performance evaluation and assessment criteria.
This study would be significant to other organizations in Kenya as investigation on factors influencing workforce integrity could be used to add value on how employees are recruited and their integrity tested. The finding of this study could also inform other organizations in Kenya of the depth of integrity issues that they should set as their staff recruitment and pre-employment criteria. Further, this study could improve other organizations in Kenya training in terms of integrity.

This study could also be significant to the Human Resource practitioners, Government of Kenya, policy developers and opinion shapers in terms of developing human resource practices that could be adopted to guide organizational integrity in Kenya public and private institutions.

In future, other researchers could seek to extend further investigation on the influence of virtual platform on teamwork performance in Kenya and beyond. This study would therefore be important to future researchers as it could be used as source for future references and citation to improve the body of knowledge in the critical area of workforce integrity.

1.6 Scope of the Study
This research study was confined to factors influencing workforce integrity in consultancy firms in Kenya. This study used personal values, organizational values, accountability, transparency and professionalism as independent variables and workforce integrity as dependent variable. The study focused on Hipora Business Solutions with head office in Nairobi County. Hipora Business Solutions the whole management and staff are 320. This study target population was 201 management and the staff of Hipora Business Solutions working at the headquarters. The study was undertaken for a period of seven months from January 2018 to July 2018.

1.7 Chapter Summary
Chapter one focus on the introduction, background to the problem, statement of the problem, purpose of the study and research questions, significance of the study, scope of the study, operational definition of key terms and chapter summary.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This chapter discussed theoretical framework. This study used Allport personality theory, bright side versus dark side theory and MacKinnon identity versus reputation theory to support the study. This section also focused on empirical review on how personal values, organizational values, accountability, transparency and professionalism relates to integrity in the organizational context. This chapter also covered research gap and conceptual framework.

2.1 Theoretical Literature Review
According to Kothari (2004), theoretical framework is a combination of concepts that explains a topic or subject or theory. This study used Allport personality theory, bright side versus dark side theory and MacKinnon identity versus reputation theory to support the study.

2.1.1 Allport Personality Theory
Gordon Allport Theory was founded in 1937. Allport theory holds that personality is related to integrity (Owen, 2014). According to Cumbo (2012), there is a connection between personality psychology and integrity testing. This theory holds that personality of a person determines or influences the integrity of a person (Binns, 2014). This study approach to using personality psychology to assess integrity does not rely on the adoption of established methods for measuring personality. Rather, it uses personality theory to identify optimal conditions for measuring the integrity of staff. This study approach draws on the concepts of reputation, the dark side of personality, and the influence of “weak” situations on the expression of dark-side tendencies (Okwiri, 2013).

The Gordon Personality Theory had been used in this study to show the relationship between personality and integrity. This study sought to attest whether some personal values or characters such as being accountable, being professional or being transparent relates to or translates to being a person of integrity.
2.1.2 Bright Side versus Dark Side Theory
This theory is useful to distinguish two aspects of reputation, “the bright side” and “the dark side” (Enderle, 2015). According to Darcy (2013), the bright side reflects people’s reputations when they are on their best behaviour—when they self-monitor and self-regulate to make a positive impression (e.g., during an employment interview). The dark side refers to people’s behaviour when they are less concerned about how they are perceived—when they let down their guard or when they are too stressed or too tired to self-monitor. The bright side concerns people when they are at their best; the dark side concerns people when they are less vigilant (Frank, 2011).

The bright side of this theory had been used in this study to indicate whether information provided by the employees at the recruitment level really reflects their characters. It is noteworthy to state that when a person needs a job, promotion or any other position, he or she may be tempted to lie on their characters which can then be linked to how they behave overtime. The dark side of this theory has been used to indicate or attest how employees behave on their day to day normal activities. When employees are already employed and the organization is not so much focused on their characters or behaviours, they tend to go back to their "normal self" or "normal life" or "normal characters" which really indicate the real person they are.

2.1.3 MacKinnon Identity versus Reputation Theory
MacKinnon (1944) observed that personality should be defined in two perspectives. First personality means values inside a person that describe their behaviour. On the other hand, personality refers to the distinctive impressions that people make on others, impressions which are captured in the adjectives we use to describe others (friendly, honest, principled, etc.). This study calls this personality from the perspective of the observer. According to Hogan (2007), the first definition indicate how a person think of themselves while the second definition relate as to how people think about their reputation (Green, 2013).

The Mackinnon identity versus reputation theory had been used in this study to attest two things; first, whether employees give regard to their value systems and relates it to how they identify themselves; and secondly, whether the employees value their reputations
based on their characters or behaviours. This theory was also used to attest whether Hipora Business Solutions gave regard of its image and how employees, the public and business partners look at it or perceives it. This was assessed by observing whether Hipora Business Solutions had entrenched integrity issues or checks and balances in its business model e.g. ethical code of conduct, training employees on integrity issues and recruiting only employees who have passed integrity tests among other integrity criterions.

2.2 Empirical Review

Empirical data are information researched, analyzed and findings deduced about a certain topic or subject (Peil, 2013). According to Kothari (2004), empirical study is a study that has been done before based on a given specific topic, subject or issue. The essence of empirical review is to highlight past studies done, in what subject or topic they were done, findings established and the gaps that needs to be filled the future studies or current study. The empirical review below was about how personal values, organizational values, accountability, transparency and professionalism relates to integrity in the organizational context.

2.2.1 Personal Values

Personal values are factors, characters, thinking or opinions that form a person’s behaviour and decisions (Hickman, 2011). According to Stewart (2012), personal values of a person may be described in terms of their humility, honesty, reliableness, truthfulness, openness, transparency, dependency about their character and so many more others. As Greenleaf (2012) explains, it is these values that inform a person’s character or behaviour in their daily lives or at work.

According to Ramah (2016), personal values includes but not limited to; honesty, reliability, truthfulness, openness, integrity, humility, optimism and transparency. According to Rajeev (2015), personal values are values or systems of characters or behaviours that a person or an individual embraces or hold so dear as part of their day to day life. In Stewart (2012) view, for a value to be regarded as personal, a person or an individual must demonstrate that he or she has cultivated such value or character in their life routine. It is then that such a character or value can be associated with the person.
According to Heifetz (2012), for instance, a person cannot be regarded as having high regard for humility yet arrogant to other fellow work colleagues in the workplace. Again, a person or individual cannot be regarded as honest yet steals fro in the company. Okwiri (2013), notes that for a particular value or values to be associated with a person or employee, such person or employee must exercise such value or values voluntarily, frequently, daily or routinely.

Extensively, Frank (2011) explains that it is only certified characters or behaviours that a person demonstrates that becomes part of their personal value systems. Kaptein (2013) further argue that it is such personal value systems that will determine if an individual or employee will lie in the workplace or not; steal from the company or not; be patient before salary increment or not; use ethical means to earn a promotion or not; and be trusted with the company resources. According to Hickman (2011), personal value system of an employee also determines whether they are able to work without supervision; maintain quality standards even if not supervised; follow procedures and maintain due diligence even if not checked; and use company resources responsibly or sparingly to benefit the company and not they self.

According to Heifetz (2012), personal value of an employee and how they behave in the organization is determined much more with the personal experience of the person as well as their parental upbringing. As Okwiri (2013) further explains, a person brought up in straight forward manner with the family values embracing honesty, truthfulness, transparency and openness is unlikely to be involved in the cheating at workplace compared to an employee who was brought up in the environment of dishonesty and lack of truthfulness.

In Frank (2011) view, personal behaviour of an employee determines their conduct in the company. If an employee has characters that do not value integrity then they are most likely to be involved in collusion, bribery and corruption in the company. Contrary, employees whose characters value integrity is unlikely to get into corrupt deals and therefore could save organization properties and image (Hickman, 2011).
Kaptein (2013) explains that depending with an employee personal value, other work colleagues are able to develop reliability and trust in them or not. If an employee is not trustworthy, dishonest and economical with the trust, work colleagues will not be able to rely on them and trust them. This is opposite if an employee is trustworthy and honest. Such an employee will gain goodwill and trust among his or her peers.

Stewart (2012) explains that an organization must be able to deduce and ascertain their employees’ personal values before employing them in the firm. Frank (2011) further points that personal values of an employee influences how honest and truthful they will be at their workplace or not. It is therefore imperative that an organization focuses on building their employees personal values. As Hickman (2011) holds, a personal value determines how an employee is safe or unsafe to the organization properties and profitability.

2.2.2 Organizational Values
Organizational values are characters of the organization itself or the characters expected of employees to behave when in the organization. According to Greenleaf (2012), organization values relates to concepts, processes and systems that an organization has put in place in order to protect its integrity and guide employees in terms of conducting duties of the company.

According to Cumbo (2012), organizational values are founded in corporate values that an organization uses to inform its employees behaviour. Such corporate values can be professionalism, honesty, truth, transparency, openness, reliability and so on. It is these forms of values that informs organization overall values and principles or employees expected conduct. Binns (2014) explains that the organizational value that a company has put in place is what determines what an employee does and does not do.

In Stewart (2012) view, organizational values are the value systems or norms that the organization has put in place to work with or operate under. It is these organizational values that determines the characters of the employees, policies and procedures of the company, work standards, quality of the work, ethical conducts of all staff, company style of management, image and reputation of the company, business partners of the
company and the identity of other internal and external stakeholders of the company. According to Hickman (2011), organizational values influence how the organization is seen in the spectrum of business and the integrity of the company stakeholders.

Frank (2011) list the following as some of the organizational values namely; company systems and processes, management style of the company, employees’ values and characters, and how a company is seen by internal or external partners or goodwill that the company earns from the public. According to Greenleaf (2012), organizational values matters a lot in terms of company survival, growth, profitability, sales or performance.

As Cumbo (2012) further explains, for an or organization or a company to thrive in today's dynamic and competitive business environment, it must have or cultivate organizational values that are not only in tandem with its aspirations, mission or vision but also in tandem with the general public, customers, regulators, pressure groups, government, creditors and other business partners aspirations, goals and objectives in order to succeed in business.

According to Duffield and McCuen (2014), employees’ ethical code of conduct is also a vital instrument that organizations use to influence its value system and employees’ ethical conducts. In an organization with ethical code of conduct, employees know what is expected of them and how to transact the current affairs of the company. This is opposed to an organization in which there is no ethical code of conduct that guides the employees.

Darcy (2013) opines that an organization should have organization values that explicitly explain what forms wrong or right in the company. As Darcy further explains, organizations should have values systems and ethical codes of conduct that protects and safeguard its business transactions and processes. According to Kaptein (2013), organizational values also protect company image and reputation and are necessary for an organization that seeks to protect its reputation and goodwill.

Combo (2012) concludes that a company that has set best practices value systems and have properly established concepts and processes, employees are able to know what is expected of them. As a result, such employees will be able to avoid actions or behaviours
that dent company reputation and image and work towards building company goodwill. This also helps in company’s performance and profitability.

2.2.3 Accountability

Mackie (2014) describes accountability as a process or system that ensures that power and people in power actions are checked and counter checked. According to Velasquez (1992), accountability in the organization is a system that protects people whose power is exercised upon against abuse. Accountability also ensures that people holding positions or offices of power do not use the power they are entrusted with for personal gain or business or interest.

In xxxxx view, accountability in the organizational context means; being responsible and liable to your duties; being responsible and liable for your actions; being responsible with and liable for the position a person holds in the company; being responsible and liable for the people you manage; and being responsible and liable for the delegated authority, duty or activity in the company.

According to Binns (2014), under the agency theory, an employee is also responsible or liable for the actions undertaken in the course of business as per the terms and conditions greed with the employer. For instance, an employee is treated with company car or funds held during the course of undertaking his or her duties whether inside or outside the company as the terms of contract may entail. It therefore follows that if the company car is damaged or misused or company funds misappropriated, the agent (the employee) in charge is held responsible and liable.

Moreno (2011) explains that accountability protects four main people in the process. First, accountability protects company shareholders against misuse of company resources. Secondly, accountability protects employees’ rights from infringement by the company management. Thirdly, accountability protects management from rogue and unethical employees conducts and lastly accountability protects the public against the company misconducts.

Greenleaf (2012) explains that in an organization where accountability is the order of the day, employees are disciplined, management is responsible, shareholders are happy and
the public is satisfied. Greenleaf further explains that organizations with good reporting and accountability measures, power is rarely abused, company properties are well used and public and the shareholders are well informed and involved in the company programmes.

According to Lekta (2012), companies that do not have accountability systems, employees are more likely to be involved in forgery cases leading to company loss of finances and resources. Lekta expands that companies with no accountability measures, lead time is high, loss is high, performance is low and integrity is low. As a result, the company losses overall goodwill and reputation from its stakeholders since employees are not accountable, trustable and ethical in their conducts.

Freeman and Stewart (2012) elaborate that accountability is very important for the organization integrity, reputation and image. Freeman and Stewart therefore opine that every organization should have good reporting systems, lean chain of command, and lean organization structure and well articulated processes that supports establishment of any form of fraud in the company workings.

2.2.4 Transparency
Transparency is defined as the level of openness, honesty, reliability and accountability with which an organization or an individual does things or business affairs (Lekta, 2012). According to Hickman (2011), transparency involves the processes and systems that a company has put in place in order to ensure that its business dealings are as open and traceable as possible.

According to Duffield and McCuen (2014), the factors that determines whether there is presence or absence of transparency in company business processes, transactions, contracts or dealings are; openness of the systems and process; traceability of the company transactions; accuracy of the company documents; exhibit of audit trail and the results; honesty and truthfulness of the employees; reliability of the company procedures and processes; reliability of the company standards; reliability of the company results; and the reliability of the company management practices.
According to Consumer Insight (2014), the essence of transparency in the organization is to add company value in terms of due diligence, reputation, openness, traceability, goodwill, accountability and responsibility. Consumer Insight explains that when a company is seen to be transparent in its dealings, the company earns goodwill from its stakeholders. This translates to improved business, increased profitability, attraction and retention of asset employees and public as well as regulator satisfaction.

Nielsen Research Institute (2014) explains that a company with good track record in transparency is more likely to earn customer and public goodwill that build its reputation and integrity record. Further, companies with good transparency records earn regulator trust due to its integrity. This helps to prevent and protect the company against any form of business disruptions. As Marcy (2015) explains, a business with regulator goodwill is unlikely to be closed down or taken to court leading to tainted image.

Milton-Smith (2012) adds that transparency should be part and parcel of company processes, systems and transactions since it also helps to prevent any form of fraud or corruption within the company. Marcy (2015) explains that when a company transparency level is high and consistent, company integrity also remains high which builds public image of the company. This helps to improve company sales, profitability and performances.

Hickman (2011) opine that a business, firm, company or individual must and should embrace transparency in its dealings as this adds value to the whole business process. Hickman further expand that an organization without transparency systems, collusion, fraud, forgery, bribery and corruption are likely to occur from the employees. This is more likely to taint the company image and reputation. Cases of corruption are also likely to dent company overall integrity thus leading to court cases and loss of business. It is therefore important that a company maintains its transparency level.

### 2.2.5 Professionalism

Within the context of this paper, professionalism is defined as the overall value that encompasses all other values that guide the public service. They include loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other
values that may be specific to the public services of individual countries (Cumbo, 2012). Professionalism embraces the notion that those people who join the organization need to be inculcated with shared values and trained in basic skills to professionally carry out their official duties.

According to Darcy (2013), professionalism also includes individual or employee catacy, manners, exhibit of patience, decorum, maintaining high work standards, use of ethos and ethics at work, objective business dealings, maintaining business relationships beyond reproach, objective critic, and balance of personal or family matters vis-à-vis work or workplace issues.

This is in accordance with Milton-Smith (2012, p 5) which states that: “Professionalism manifests itself in the public service employee’s or private employee’s behaviour at work and in his/her constant effort to improve, reinforce and update his/her knowledge, refine the skills that are necessary for carrying out his/her tasks and enhancing his/her output and productivity”.

The rationale behind professionalism is that staff should be neutral, impartial, fair, and competent and serve the public interest in carrying out their duties. They should be top people who are fairly remunerated and adequately trained to perform their work. According to Marcy (2015), professionalism, in a sense means excellent work culture, and in a benign sense, is an internalized duty to do well. It is a kind of performance ethic, close to a noble calling, by which professionals simply are called to do their best, for anything less would be embarrassing to them. It is an ingrained pride in performance. He adds that professionalism is adherence to a set of normative and behavioural expectations usually embodied in a code of ethics.

A survey by Nielsen Research Institute (2014) indicated that throughout our working lives, most of us will have many different jobs, each requiring a different level or set of skills. No matter the industry – from customer service to an office job to construction and the trades – all of these jobs have one thing in common: in order to succeed and move ahead, you need to demonstrate professionalism. Professionalism does not mean wearing a suit or carrying a briefcase; rather, it means conducting oneself with responsibility,
integrity, accountability, and excellence. It means communicating effectively and appropriately and always finding a way to be productive.

As today’s labour market becomes more and more competitive, jobseekers will need to continually find ways to stand out from the crowd. There are few things an employer values more than employees who carry out their duties in a professional manner. Professionalism isn’t one thing; it’s a combination of qualities. A professional employee arrives on time for work and manages time effectively. Professional workers take responsibility for their own behaviour and work effectively with others. High quality work standards, honesty, and integrity are also part of the package. Professional employees look clean and neat and dress appropriately for the job. Communicating effectively and appropriately for the workplace is also an essential part of professionalism (Consumer Insight, 2014).

According to Kaptein (2015), regardless of the job or industry, professionalism is easy to spot. On a construction site or in a trade, a professional worker will work hard and manage time effectively, including arriving and returning on time from breaks. A professional worker in a customer service setting will speak clearly and politely to customers and colleagues and have neat and clean appearance. In an office setting, an employee with professionalism will work productively with others and strive for a high standard and constant improvement. Professionalism may look slightly different in various settings, but the core elements are always the same and give young employees an edge as they begin their careers.

2.3 Summary and Research Gaps

In the empirical review, how personal values, organizational values, accountability, transparency and professionalism relate to workforce integrity has been discussed in detail. However, such discussions have not covered the Kenyan perspective. Again, such studies were not done in the context of consultancy firms in Kenya. There is therefore a gap that needs to be addressed to understand how personal values, organizational values, accountability, transparency and professionalism influence workforce integrity in consultancy firms in Kenya. By undertaking this study, this research sought to fill this gap.
2.4 Conceptual Framework

Conceptual framework indicates the relationships between variables (Peil, 200). Figure 2.1 below show the link between personal values, organizational values, accountability, transparency and professionalism as independent variables and how they relate to workforce integrity in consultancy firms in Kenya as dependent variable.

**Figure 2.1 Conceptual Framework**

![Conceptual Framework Diagram]

Source: Author (2018)

2.5 Operationalization of Variables

The term ‘operationalization’ refers to the process of defining an unclear concept so as to make the concept measurable in for variables consisting of specific observations. In a wider sense it refers to the process of specifying the extension of measurements of a concept (Cooper & Schindler, 2003). Therefore the purpose of the operational frame work is to develop statistics that will be used in measurements parameters that can best explain the research variables. See figure 2.2 for operational frame work.
### Table 2.1 Operationalization of Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicators</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Values</td>
<td><strong>Organizational Values</strong></td>
<td>Accountability</td>
</tr>
<tr>
<td></td>
<td>▪ Honest</td>
<td>▪ Measurement scale of 1-5</td>
</tr>
<tr>
<td></td>
<td>▪ Reliable</td>
<td>▪ 1 = Strongly agree to 5 = Strongly disagree</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Organizational Values</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Code of conduct</td>
<td>▪ Measurement scale of 1-5</td>
</tr>
<tr>
<td></td>
<td>▪ Set work standards</td>
<td>▪ 1 = Strongly agree to 5 = Strongly disagree</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Accountability</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Responsible</td>
<td>▪ Measurement scale of 1-5</td>
</tr>
<tr>
<td></td>
<td>▪ Answerable</td>
<td>▪ 1 = Strongly agree to 5 = Strongly disagree</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Transparency</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Openness</td>
<td>▪ Measurement scale of 1-5</td>
</tr>
<tr>
<td></td>
<td>▪ Auditable</td>
<td>▪ 1 = Strongly agree to 5 = Strongly disagree</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Professionalism</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Diligent</td>
<td>▪ Measurement scale of 1-5</td>
</tr>
<tr>
<td></td>
<td>▪ Effectiveness</td>
<td>▪ 1 = Strongly agree to 5 = Strongly disagree</td>
</tr>
</tbody>
</table>

**Source:** Author (2018)

### 2.6 Chapter Summary

This chapter covered the empirical review on issues relating to personal values, organizational values, accountability, transparency and professionalism and their influence on workforce integrity. This chapter further covered the research gaps and chapter summary. The next chapter covered the methodology which will be used to carry out the study.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
This chapter provided the framework, tools and methodologies in which the study was based plus the study used in collecting data and carrying out the data analysis as well as compilation of the research findings. This section also covered the research instruments which the researcher incorporated in the study. The sampling design and the data collection procedures were also indicated. In brief this chapter focused on introduction, study design, target population, sampling size and technique, data collection techniques, data collection procedures, methods of data collection and ethical considerations.

3.1 Research Design
According to Cooper and Schindler (2003), research design is a plan or framework that guides how the study will be done. This study used descriptive research design so as to give platform to analyze data vividly in numeric and narrative form. As Cooper and Schindler (2003), opine, descriptive research design helps to analyze data in both qualitative and quantitative forms.

3.2 Target Population
According to Peil (2003), target population is an object, people or events that study seeks to research about and investigate a particular issue about with the aim of coming up with the conclusions or findings. Hipora Business Solutions the whole management and staff were 320. This study target population was 201 management and the staff of Hipora Business Solutions working at the headquarters.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management Level</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Middle Management Level</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td>Support Staff</td>
<td>181</td>
<td>90</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>201</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2018)*

3.3 Sampling and Sampling Technique

Cooper and Schindler (2003) describe sample or sample size as a subject of a population that is studied through a research study and generalized into the entire populations. This research study used stratified random sampling to objectively determine the sample size and eliminate selection biases. A sample size of 30% was drawn from the total target population. This was according to Kothari (2004) that explained that 30% of the target population is representative enough to be used as sample size. See table 3.2 below.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management Level</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Middle Management Level</td>
<td>16</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Support Staff</td>
<td>181</td>
<td>53</td>
<td>89</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>201</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2018)*
3.4 Instruments
Data collection instruments are tools or methods used to collect data from participants in a study (Cooper & Schindler, 2003). This study adopted the use of questionnaires to collect data from the respondents. The questionnaire is a piece of data with a set of predetermined questions that the respondent is expected to answer (Peil, 2003). The choice of use of questionnaires was informed by the knowledge that staffs working at the Hipora Security Solutions were literate and could therefore read and fill the questionnaires on their own.

3.5 Pilot Study
Pilot testing was undertaken with a sample of five questionnaires which was distributed to the participants. This aimed at capturing specific information from the participants. The data from the questionnaires was analyzed and adjustments were made accordingly. Thereafter, questionnaires were rolled out again for final data collection. The questionnaires were later collected for analysis.

3.5.1 Reliability
Reliability refers to the extent to which assessments are consistent in a study Kothari (2004). To test reliability, questionnaires were administered twice over a period of time interval using test – retest reliability and the results correlated to evaluate accuracy and consistency.

3.5.2 Validity
Validity is the ability of research instruments tools not only to provide just accurate information, but to achieve valid solutions which the research intended to achieve Kothari (2004). Validity was tested using tranquillization method in which finding is compared with the other past studies findings as well as literature.

3.6 Data Collection Procedures
When consent had been sought and granted through the approval of the proposal by the supervisor, the researcher administered the questionnaire personally to the participants. The participants were awarded time to read through the questionnaire and understand every detail. Participants were allowed to fill the questionnaire based on the best of their
knowledge. The questionnaire based on the best of their knowledge. The questionnaire were then collected later on specific agreed dates with the participants for analysis. The participants were not required to provide their names, contacts or personal information in the questionnaire to seal their identity. The kinds of questions used in the questionnaire were structured or closed ended questions. The closed ended questions was easier to analyze and administer than the unstructured or open ended questions. These questions which share the same set of response categories like the linkert type scale from no extent, little extend, moderate extent, extent, great extend and is to a very great extent.

3.7 Data Analysis and Presentations
The study collected data according to sample population which was organized in analysis software in such a way that further analysis and interpretation of was made easy. The data was edited, coded and classified so as to present the results of the data analysis in a systematic and clear way. The study used descriptive statistics and integrate both qualitative and quantitative techniques in the data analysis. The study aimed at simplifying and making good analysis of the data which was collected and to make the information easily intelligible. By the use of pie charts and graphs or tables, the data was presented diagrammatically. This type of presentation was efficient in that it was easy to depict data more accurately. The data was presented in bar graphs and pie charts.

3.8 Ethical Considerations
In order to ensure accurate data analysis that provide desired outcome, ethical issues was considered in this study. Data was analyzed objectively and precisely to avoid falsification. This study was also open to supervisor criticism for improvement. This document was also subjected to antiplagiarism software to avoid copying and pasting. Confidentiality of information provided by the respondents was maintained secret and the questionnaires were designed in such a way that the respondents did not suffer any psychological harm, discomfort or embarrassment or loss of privacy.

3.9 Chapter Summary
This chapter covered introduction, study design, study population, sample size and procedure, data collection methods, data collection procedure and data analysis method. This chapter provided the framework in which the study was anchored. This chapter also
identified the research instruments, tools and methodologies that the study used in collecting data and carrying out the data analysis as well as compilation of the research findings. Chapter four discussed results and findings of the study.
CHAPTER FOUR

DATA ANALYSIS INTERPRETATION & DISCUSSIONS OF FINDINGS

4.0 Introduction

This chapter presented the results or the findings of the data collected from the field. The presentation was made using tables and charts. The findings were then interpreted and further compassion of how the results or the findings related to what the empirical literature reviewed posit analyzed.

4.1 Results on General Information

Table 4.1 Response Rates

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duly filled and returned</td>
<td>48</td>
<td>80</td>
</tr>
<tr>
<td>Not returned</td>
<td>12</td>
<td>20</td>
</tr>
</tbody>
</table>

| Total                     | 60        | 100        |

As per the table 4.1 above, out of the 60 questionnaires that were issued to Hipora Business Solutions, only 48 questionnaires that were filled and returned back for the analysis. This represents 80% response rate. The 12 questionnaires (20%) were never filled and returned. This means therefore only 48 questionnaires were analyzed and views given incorporated in the study.
About 58% of the participants whose views were analyzed in this study were female (Figure 4.1). Gender as a variable was significant as it helped analyzing the contributions of men and women in the study. Gender as a variable was significant as it helped analyzed the contribution of men and women in the study. Findings indicate that the study received a better response rate from females than from males. However, despite the difference in gender response, contributions of both gender implied that the information gathered and analyzed covered views, recommendations and suggestions of both gender which was vital for the study to understand different perspective on factors affecting integrity in the workplace.

Table 4.2 Age Analysis

<table>
<thead>
<tr>
<th>Age Ranges</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 years</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td>26-33 years</td>
<td>13</td>
<td>27</td>
</tr>
<tr>
<td>34-41 years</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>42-49 years</td>
<td>12</td>
<td>25</td>
</tr>
<tr>
<td>50 years and above</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
The majority of the respondents (27) were between 26-33 years of age (Table 4.2). The age brackets of the respondents were incorporated as a variable to help in detail analysis of the response of the participants gathered from the field. This helped to ascertain whether all age brackets listed in the questionnaires responded to the study which of course the finding indicates happened. It therefore follows that data gathered and analyzed reflected views and suggestions from respondents of all different age limits.

![Figure 4.2 Highest Level of Education](image)

The majority of the respondents that participated in this study (50%) were graduates (Figure 4.2). This indicates that the respondents were literate and could read and fill the questionnaires to the best of their knowledge.

**Table 4.3 Duration of Employment**

<table>
<thead>
<tr>
<th>Durations of employment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 2 years</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>2-4 years</td>
<td>15</td>
<td>31</td>
</tr>
<tr>
<td>4-6 years</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td>6-8 years</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td>Over 8 years</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
On work history, the majority of the respondents (31%) had worked at Hipora Business Solutions for a period of between 2-4 years (Table 4.3). This showed that the participants had varied long working experience that was vital in terms of quality of information and contributions delivered in this study and its outcome.

### 4.2 Results on Personal Values on Workforce Integrity

**Table 4.4 Employees’ Honesty on Workforce Integrity**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>23</td>
<td>48</td>
</tr>
<tr>
<td>Agree</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>Undecided</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

A combined majority of the respondents’ (77%) agreed and strongly agreed they test their employees’ honesty at their company recruitment level and this had improved the level of integrity in Hipora Business Solutions (HBS) Limited (Table 4.4). This finding agreed with Hickman (2011) literature concept that many personal aspects will interact to determine the actions of a person in a leadership role. Perceptions, attitudes, motivations, personality, skills, knowledge, experience, confidence, and commitment are a few of the variables which are important for understanding the behaviour of people.
The majority of the respondents (59%) agreed and strongly agreed that they test their employees’ reliability at their company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.3). This finding point to Stewart (2012) study which opined that integrity is more than ethics; it is all about the character of the individual. It is those characteristics of an individual that are consistently considerate, compassionate, transparent, honest, and ethical. The characteristic of trust is closely associated with integrity.

4.3 Results on Organizational Values on Workforce Integrity

![Figure 4.4 Ethical Code of Conduct on Workforce Integrity](chart)
The majority of the respondents (69%) agreed and strongly agreed that their company had an ethical code of conduct for the employees and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.4). This was in line with Duffield & McCuen (2014) in which the scholar concluded that organizational values as the standards which guide the behaviours and actions of personnel in public institutions. Mackie (2014) indicate that corporations with ethical code of conducts and a culture of integrity tend to have governance systems with higher external ratings and higher quality of earnings. They tend to be good places to work, competitive in their markets, and provide higher, more predictable returns to investors (Mackie, 2014).

**Table 4.5 Set Work Standards on Workforce Integrity**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>34</td>
<td>71</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td>Undecided</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The majority of the respondents (71%) strongly agreed that their company had set work standards for the employees and this had improved the level of integrity in Hipora Business Solutions Limited (Table 4.5). This supports Cumbo (2012) study proposition that organizational values and instruments such as organization charter provides values to mean a sound culture based on ethics and principles to employees. Such values and principles according to the charter includes integrity, efficiency, professional discipline, dignity, equity, impartiality, fairness, public – spiritedness and courtesy in the discharge of duties.
4.4 Results on Accountability on Workforce Integrity

Figure 4.5 Employees Responsibleness on Workforce Integrity
Combined 69% responses agreed and strongly agreed that they test how responsible their employees were at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.5). This finding point to Moreno (2011) proposition that accountability is the obligation to carry out assigned activities in a responsible and responsive manner, and being held answerable for success or failure. It also reinforces Kaptein (2015) position that accountability is regarded as a commitment required from staff individually and collectively to accept responsibility for their own action and inaction.

Figure 4.6 Employees Answerability on Workforce Integrity
A combined response of (66%) agreed and strongly agreed that they test how answerable their employees were at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.6). This finding supports Moreno (2011) literature view that internal accountability means that at each level in the hierarchical organization, officials are accountable to those who supervise and control their work. On the other hand, external accountability means answerability for action carried out and performance achieved to other relevant and concerned authorities outside his/her department or organization.

4.5 Results on Transparency on Workforce Integrity

Table 4.6 Employees Open Engagement on Workforce Integrity

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>25</td>
<td>52</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>19</td>
</tr>
<tr>
<td>Undecided</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The key finding result (52%) strongly agreed that their company openly engaged employees and this had improved the level of integrity in Hipora Business Solutions Limited (Table 4.6). This finding further supports Lekta (2012) proposition that transparency implies honesty, openness, communication and accountability. This finding also agreed with Hickman (2011) literature concept that radical transparency in management demands that all decision making should be carried out publicly. All draft documents, all arguments for and against a proposal, the decision about the decision making process itself, and all final decisions, are made publicly and remain publicly archived.
Combined 92% respondents agreed and strongly agreed that they periodically audit and assess their employees and this had improved the level of integrity in Hipora Business Solutions Limited (Table 4.7). This finding was also in agreement with Hickman (2011) literature concept that radical transparency in management demands that all decision making should be carried out publicly. All draft documents, all arguments for and against a proposal, the decision about the decision making process itself, and all final decisions, are made publicly and remain publicly archived.

**Table 4.7 Periodical Audit of Employees on Workforce Integrity**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>20</td>
<td>42</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>50</td>
</tr>
<tr>
<td>Undecided</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**4.6 Results on Professionalism on Workforce Integrity**

![Figure 4.5 Employees’ Diligence on Workforce Integrity](image-url)
The majority of the respondents (86%) agreed and strongly agreed that they test their employees’ diligence at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.7). This finding matched with Cumbo (2012) that explains that professionalism include loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to the public services of individual countries.

This finding matched with Cumbo (2012) that explains that professionalism include loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to the public services of individual countries.

![Figure 4.6 Employees’ Effectiveness on Workforce Integrity](image)

Figure 4.6 Employees’ Effectiveness on Workforce Integrity

The majority of the respondents (61%) strongly agreed that they test their employees’ effectiveness at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.8). This finding supported Marcy (2015) argument that the rationale behind professionalism is that staff should be neutral, impartial, fair, competent and serve the public interest in carrying out their duties. It also supports Nielsen Research Institute (2014) findings that indicated that professionalism, in a sense means excellent work culture, and in a benign sense, is an internalized duty to do well. It is a kind of performance ethic, close to a noble calling, by which professionals simply are called to do their best, for anything less would be embarrassing to them. It is an ingrained pride in performance. He adds that professionalism is adherence to a set of normative and behavioural expectations usually embodied in a code of ethics.
4.7 Chapter Summary

This chapter discussed the results or the findings of the data collected from the field. The presentation was made using tables and charts. The findings were then interpreted and further compassion of how the results or the findings related to what the empirical literature reviewed posit analyzed.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction
This chapter dealt with detailed analysis of the finding received from the previous chapter above. The chapter involved analysis of the findings which were then summarized in order for the reader of this project to understand it better. In summary, this chapter included the title of the chapter, introduction of the chapter, summary of the findings, conclusions, recommendations and room for further studies.

5.1 Summary of the Results
5.1.1 Summary of Results on General Information
Out of the 60 questionnaires that were issued to the Hipora Business Solutions Limited staff, 48 questionnaires were filled and returned back for the analysis. This represented 80% response rate. This means the study received above average response rate. Finding indicates that the study received majority from females (58%) than male (Figure 4.1). However, despite the difference in gender implied that information gathered and analyzed covered views recommendation and suggestions of both gender which was vital for the study to understand different perspectives on factors affecting integrity in the workplace.

The majority of the respondents (27%) were between 26-33 years of age (Table 4.2). The age brackets of the participants were incorporated as variable to help in detail analysis of the response gathered from the field. This helped to ascertain whether all age brackets listed in the questionnaire responded to the study which of course the finding indicates happened. It therefore follows that data gathered and analyzed reflected views and suggestions from respondent of all different age limits. The majority of the respondents (50%) that participated in this study were graduated holders (Figure 4.2). This indicates that participants were literate and could read and fill the questionnaire to the best of their ability and knowledge. On work history, the majority of the respondents (58%) had worked in Hipora Business Solutions Limited for a period of 2-4 years (Figure 4.3). This showed that the participants had varied long working experience that was vital in terms of quality of information and contributions delivered in this study and its outcome.
5.1.2 Summary of Results on Personal Values

A combined majority of the respondents’ (77%) agreed and strongly agreed they test their employees’ honesty at their company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Table 4.4). This finding agreed with Hickman (2011) literature concept that many personal aspects will interact to determine the actions of a person in a leadership role. Perceptions, attitudes, motivations, personality, skills, knowledge, experience, confidence, and commitment are a few of the variables which are important for understanding the behaviour of people.

The majority of the respondents (59%) agreed and strongly agreed that they test their employees’ reliability at their company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.3). This finding point to Stewart (2012) study which opined that integrity is more than ethics; it is all about the character of the individual. It is those characteristics of an individual that are consistently considerate, compassionate, transparent, honest, and ethical. The characteristic of trust is closely associated with integrity.

5.1.3 Summary of Results on Organizational Values

The majority of the respondents (69%) agreed and strongly agreed that their company had ethical code of conduct for the employees and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.4). This was in line with Duffield & McCuen (2014) in which the scholar concluded that organizational values as the standards which guide the behaviours and actions of personnel in public institutions. Mackie (2014) indicate that corporations with ethical code of conducts and a culture of integrity tend to have governance systems with higher external ratings and higher quality of earnings. They tend to be good places to work, competitive in their markets, and provide higher, more predictable returns to investors (Mackie, 2014).

The majority of the respondents (71%) strongly agreed that their company had set work standards for the employees and this had improved the level of integrity in Hipora Business Solutions Limited (Table 4.5). This supports Cumbo (2012) study proposition that organizational values and instruments such as organization charter provides values to mean a sound culture based on ethics and principles to employees. Such values and
principles according to the charter includes integrity, efficiency, professional discipline, dignity, equity, impartiality, fairness, public – spiritedness and courtesy in the discharge of duties.

5.1.4 Summary of Results on Accountability
Combined 69% responses agreed and strongly agreed that they test how responsible their employees were at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.5). This finding point to Moreno (2011) proposition that accountability is the obligation to carry out assigned activities in a responsible and responsive manner, and being held answerable for success or failure. It also reinforces Kaptein (2015) position that accountability is regarded as a commitment required from staff individually and collectively to accept responsibility for their own action and inaction.

A combined response of (66%) agreed and strongly agreed that they test how answerable their employees were at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.6). This finding supports Moreno (2011) literature view that internal accountability means that at each level in the hierarchical organization, officials are accountable to those who supervise and control their work. On the other hand, external accountability means answerability for action carried out and performance achieved to other relevant and concerned authorities outside his/her department or organization.

5.1.5 Summary of Results on Transparency
The key finding result (52%) strongly agreed that their company openly engaged employees and this had improved the level of integrity in Hipora Security Solutions Limited (Table 4.6). This finding further supports Lekta (2012) proposition that transparency implies openness, communication and accountability. This finding also agreed with Hickman (2011) literature concept that radical transparency in management demands that all decision making should be carried out publicly. All draft documents, all arguments for and against a proposal, the decision about the decision making process itself, and all final decisions, are made publicly and remain publicly archived.
Combined 92% respondents agreed and strongly agreed that they periodically audit and assess their employees and this had improved the level of integrity in Hipora Business Solutions Limited (Table 4.7). This finding was also in agreement with Hickman (2011) literature concept that radical transparency in management demands that all decision making should be carried out publicly. All draft documents, all arguments for and against a proposal, the decision about the decision making process itself, and all final decisions, are made publicly and remain publicly archived.

5.1.6 Summary of Results on Professionalism

The majority of the respondents (86%) agreed and strongly agreed that they test their employees’ diligence at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.7). This finding matched with Cumbo (2012) that explains that professionalism include loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to the public services of individual countries.

The majority of the respondents (61%) strongly agreed that they test their employees’ effectiveness at the company recruitment level and this had improved the level of integrity in Hipora Business Solutions Limited (Figure 4.8). This finding supported Marcy (2015) argument that the rationale behind professionalism is that staff should be neutral, impartial, fair, competent and serve the public interest in carrying out their duties. It also supports Nielsen Research Institute (2014) findings that indicated that professionalism, in a sense means excellent work culture, and in a benign sense, is an internalized duty to do well. It is a kind of performance ethic, close to a noble calling, by which professionals simply are called to do their best, for anything less would be embarrassing to them. It is an ingrained pride in performance. He adds that professionalism is adherence to a set of normative and behavioural expectations usually embodied in a code of ethics.

5.2 Conclusions

Based on the discussions in section 5.2 above the study established that personal values, organizational values, accountability, transparency and professionalism improved workforce integrity in consultancy firms in Kenya.
With regard to personal values; the study established that Hipora Business Solutions Limited test their employees’ honesty at their company recruitment level and this improved the level of integrity in the company. The study also established that Hipora Business Solutions Limited test their employees’ reliability at their company recruitment level and this improved the level of integrity in the company.

With regard to organizational values; the study established that Hipora Business Solutions Limited had ethical code of conduct for the employees and this had improved the level of integrity in the company. The study also established that Hipora Business Solutions Limited had set work standards for the employees and this had improved the level of integrity in the company.

With regard to accountability; the study established that Hipora Business Solutions Limited test how responsible their employees were at the company recruitment level and this improved the level of integrity in the company. The study also established that Hipora Business Solutions Limited test how answerable their employees were at the company recruitment level and this improved the level of integrity in the company.

With regard to transparency; the study established that Hipora Business Solutions Limited openly engaged employees and this had improved the level of integrity in the company. The study also established that Hipora Business Solutions Limited periodically audit and assessed their employees and this had improved the level of integrity in the company.

With regard to professionalism; the study established that Hipora Business Solutions Limited test their employees’ diligence at the company recruitment level and this had improved the level of integrity in the company. The study also established that Hipora Business Solutions Limited test their employees’ effectiveness at the company recruitment level and this had improved the level of integrity in the company.

5.3 Recommendations
Based on the findings and conclusion above, this study recommends that Hipora Business Solutions Limited (the case company in which this study was based) continue to entrench
personal values, organizational values, accountability, transparency and professionalism in order to improve workforce integrity in the consultancy firm in Kenya.

With regard to personal values; this study recommends that Hipora Business Solutions Limited continue to test their employees’ honesty at their company recruitment level in order to improve the level of integrity in the company. This study also recommends that Hipora Business Solutions Limited continue to test their employees’ reliability at their company recruitment level in order to improve workforce integrity in the consultancy firm in Kenya.

With regard to organizational values; this study recommends that Hipora Security Solutions Limited to continue to develop and build company ethical code of conduct for the employees in order to improve the level of integrity in the company. This study also recommends Hipora Business Solutions Limited to continue to develop and build organization work manuals for the employees in order to improve the level of integrity in the company.

With regard to accountability; this study recommends Hipora Business Solutions Limited to continue to test how responsible their employees were at the company recruitment level in order to improve the level of integrity in the company. This study also recommends Hipora Business Solutions Limited to continue to test how answerable their employees were at the company recruitment level in order to improve the level of integrity in the company.

With regard to transparency; this study recommends Hipora Security Solutions Limited to continue to openly engaged employees in order to improve the level of integrity in the company. This study also recommends Hipora Business Solutions Limited to continue to periodically audit and assessed their employees in order to improve the level of integrity in the company.

With regard to professionalism; this study recommends Hipora Business Solutions Limited to continue to test their employees’ diligence at the company recruitment level in order to improve the level of integrity in the company. This study also recommends
Hipora Security Solutions Limited to continue to test their employees’ effectiveness at the company recruitment level in order to improve the level of integrity in the company.

5.4 Suggestions for Further Study
This study sought to investigate factors influencing workforce integrity in consultancy firms in Kenya. This study used personal values, organizational values, accountability, transparency and professionalism as independent variables and workforce integrity as dependent variable. The study only focused on Hipora Business Solutions Limited with head office in Nairobi County. This study suggests that further studies should also be conducted in other consultancy firms in Kenya based on the same objectives and the same variables.
REFERENCES


Kaptein, M., (2011), Understanding unethical behavior by unraveling ethical culture: *Human Relations*, vol. 64, no. 6, pp. 843–69.


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/ Madam,

RE: DATA COLLECTION

I am a student undertaking a degree in Business Management at the Management University of Africa. I am carrying out a research on “The factors influencing workforce integrity in consultancy firms in Kenya”.

Your organization is the case company. This is to kindly request you to allow me collect data using the questionnaires that will be administered to your employees. I bring to your attention that the information your employees give will be confidential and used for this study only.

Your assistance will highly be appreciated

Yours truly,

John Wanjoji
APPENDIX II: QUESTIONNAIRE

This is to kindly request you to fill section A to F in this questionnaire. I confirm that the information you give will be solely for the academic purposes only and will be strictly confidential. Please do not indicate your name or contact in the questionnaire. Your cooperation is highly appreciated.

SECTION A: RESPONDENT DETAILS AND BIO DATA

1. Gender: ☐ Male ☐ Female
2. Age group in years: ☐ 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-49 ☐ 50+
3. Highest level of education: ☐ Certificate ☐ Diploma ☐ Graduate ☐ Post graduate
4. Duration of employment: ☐ <3 ☐ 3-6 ☐ 6-9 ☐ 9-12 ☐ +12

SECTION B: INFLUENCE OF PERSONAL VALUES ON WORKFORCE INTEGRITY

To what extent do you agree or disagree with the following statements: (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree.

<table>
<thead>
<tr>
<th>Personal Values</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. We test our employees’ honesty at our recruitment level and this has improved the level of integrity in our firm.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. We test our employees’ reliability at our recruitment level and this has improved the level of integrity in our firm.</td>
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<td></td>
</tr>
</tbody>
</table>
SECTION C: INFLUENCE OF ORGANIZATIONAL VALUES ON WORKFORCE INTEGRITY

To what extent do you agree or disagree with the following statements: (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree.

<table>
<thead>
<tr>
<th>Organizational Values</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Our company has ethical code of conduct for our employees and this has improved</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the level of integrity in our firm.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Our company has set work standards for our employees and this has improved the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>level of integrity in our firm.</td>
<td></td>
<td></td>
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</tbody>
</table>

SECTION D: INFLUENCE OF ACCOUNTABILITY ON WORKFORCE INTEGRITY

To what extent do you agree or disagree with the following statements: (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree.

<table>
<thead>
<tr>
<th>Accountability</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9. We test how responsible our employees are at our recruitment level and this</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>has improved the level of integrity in our firm.</td>
<td></td>
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</tr>
<tr>
<td>10. We test how answerable our employees are at our recruitment level and this</td>
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<tr>
<td>has improved the level of integrity in our firm.</td>
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<td></td>
</tr>
</tbody>
</table>
SECTION E: INFLUENCE OF TRANSPARENCY ON WORKFORCE INTEGRITY

To what extent do you agree or disagree with the following statements: (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree.

<table>
<thead>
<tr>
<th>Transparency</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Our company openly engages employees and this has improved the level of integrity in our firm.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. We periodically audit and assess our employees and this has improved the level of integrity in our firm.</td>
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<td></td>
</tr>
</tbody>
</table>

SECTION F: INFLUENCE OF PROFESSIONALISM ON WORKFORCE INTEGRITY

To what extent do you agree or disagree with the following statements: (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree.

<table>
<thead>
<tr>
<th>Professionalism</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. We test our employees’ diligence at our recruitment level and this has improved the level of integrity in our firm.</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>14. We test our employees’ effectiveness at our recruitment level and this has improved the level of integrity in our firm.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you for your contributions in this study.