

**ETHICAL ORIENTATIONS AND CORRUPTION IN MBALE DISTRICT LOCAL  
GOVERNMENT, UGANDA**

**By**

**FAUZAT MARIAM WANGADYA**

**MAY15MPAM/07674**

**Supervisor**

**DR. DORIS KAKURU (PhD)**

**A PROPOSAL SUBMITTED TO THE SCHOOL OF PUBLIC ADMINISTRATION AND  
MANAGEMENT, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION AND  
MANAGEMENT OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY**

**OCTOBER, 2015**

## TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
LIST OF TABLES.....	iv
LIST OF FIGURES.....	v
ACRONYMS AND ABBREVIATIONS.....	vi
CHAPTER ONE.....	1
1.1 Introduction.....	1
1.2 Background to the study.....	1
1.2.1 Historical Background.....	1
1.2.2 Theoretical background.....	5
1.2.2.1 Public Choice theory.....	5
1.2.2.2 Stewardship theory.....	6
1.2.3 Conceptual background.....	6
1.2.4 Contextual background.....	8
1.3 Problem statement.....	10
1.4 General objective.....	10
1.5 Specific objectives.....	11
1.6 Research questions.....	11
1.7 Hypothesis of the study.....	11
1.8 Conceptual frame work for predictors of corruption reduction.....	12
1.9 Significance of the study.....	13
1.10 Justification of the study.....	13
1.11 Scope of the study.....	14
1.11.2 Content Scope.....	14
1.11.3 Time Scope.....	14
1.12 Operational definitions.....	14
CHAPTER TWO: LITERATURE REVIEW.....	15
2.1 Introduction.....	15
2.2 Theoretical Review.....	15
2.2.1 Public interest theory.....	15

2.2.2	Public choice theory .....	16
2.2.3	Stewardship theory .....	17
2.2.4	Deontology theory .....	18
2.3	Actual literature about the study variables .....	18
2.3.1	Introduction .....	18
2.3.2	The relationship between Ethical Orientations and corruption .....	19
2.3.2.1	The relationship between Deontology and corruption .....	19
2.3.2.2	Ethics of Duty .....	20
2.3.2.3	Ethics of Rights and Justice .....	20
2.3.3	The relationship between Teleology and corruption .....	21
2.3.3.1	Egoism .....	22
2.3.3.2	Utilitarianism .....	22
CHAPTER THREE: METHODOLOGY .....		23
3.1	Introduction .....	23
3.2	Research Design .....	23
3.4	Sample size and selection .....	24
3.5	Sampling Techniques and Procedures .....	25
3.5.1	Simple random Sampling .....	25
3.5.2	Purposive Sampling .....	25
3.6	Data collection Methods and Techniques .....	25
3.6.1	Questionnaire Method .....	26
3.6.2\	Interviewing .....	26
3.6.3	Document Reviewing .....	27
3.7	Data collection instruments .....	27
3.7.1	Self-Administered questionnaire .....	27
3.7.2	Interview guide .....	27
3.8	Data Reliability and Validity .....	27
3.8.1	Reliability of the instruments .....	28
3.8.2	Validity .....	28
3.9	Procedure of Data Collection .....	28

3.10	Data Analysis .....	29
3.10.1	Analysis of qualitative data .....	29
3.10.2	Analysis of quantitative data .....	29
3.11	Measurement of Variables .....	<del>29</del> 30
3.12	Ethical issues.....	30
3.13	Limitations and Strengths .....	30
REFERENCES .....		31
Appendix (i) Questionnaire and Interview guide.....		42
Appendix (ii).....		52
INTERVIEW SCHEDULE FOR RESEARCH.....		52
Appendix (iv).....		53
RESEARCH PROPOSAL BUDGET .....		53

## LIST OF TABLES

Table 1: Population category and sample size selection.....	24
---	----

## **LIST OF FIGURES**

Conceptual frame work for predictors of corruption reduction .....	12
--	----

## **ACRONYMS AND ABBREVIATIONS**

CHOGM – Common Wealth Heads of Government Meeting

DLG – District Local Government

IG – Inspectorate of Government

LC – Local Council

MGDs – Millennium Development Goals

NGO – Non Government Organization

NRM – National Resistance Movement

SPSS – Statistical Package for Social Sciences

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This study investigates the relationship between Ethical Orientations and corruption in Mbale District Local Government. Ethical Orientation is the independent variable while Corruption is the dependent variable. This chapter presents the background to the study, the statement of the problem, the purpose of the study, the objectives of the study, the research questions, the scope of the study, significance of the study, the theoretical framework and the conceptual framework.

#### **1.2 Background to the study**

##### **1.2.1 Historical Background**

Corruption is as old as the world (Dike, 2005). This is supported by widespread traces of illegality and corruption. The Bible in Luke 16:3-8 presents two interesting cases of corruption that are estimated to have taken place around AD 33. Luke 19:8 presents an account involving Zacchaeus, a tax collector who gained riches through corruption. Meanwhile, Luke 16:3-8 relates the parable of the unjust steward who conspired with debtors to defraud his master. These two examples point to corruption at individual level and the fact that it is an age-old phenomenon straddling centuries, nations and races. Again Judas Iscariot one of the twelve apostles betrayed Jesus through corruption; he disclosed Jesus' whereabouts to the chief priests and elders in exchange for 30 pieces of silver. (John 12:6). He identified Jesus with a kiss, addressing him as "master". (Matt. 26:14-16). Okunola (1991) and Oyeboade (1999) agree that corruption transcends political, economic, religious and cultural frontiers.

For a long time a specific understanding of corruption (1500-1800) has prevailed which has affected our understanding of the vice in the modern era (1800-now) (Kroeze, 2014). Early modern societies were very corrupt because there was no separation between public and private interest (Van Klaveren, 2013). Patronage, nepotism and the use of public office for private and family gain was commonly accepted. After 1800, a clear and formal separation of both spheres was established. But was it possible to curb these forms of corruption with specific laws? Other scholars like James Scott (2013) claimed that it was impossible to locate corruption in early modern society precisely because of the absence of a public-private distinction.

In classical/early modern society, corruption was regarded as a form of moral wrong doing or used to describe system failure, whereas in modern society it is about incidental and individual abuse of the law. In depth historical research has made clear that corruption scandals in the 19<sup>th</sup> and 20<sup>th</sup> centuries were about individual civil servants or politicians using public offices for private gain (Kroeze, 2014).

In the 1940s and 1950s, it was common for people to offer “gifts”, to service providers in appreciation of some specific assistance. Most often such a gift bonded the two in a lasting family relationship (NIS 3, Report, 2008). In 1960s and 1970s the public service was characterized by a strong and strict adherence to the code of conduct which had been inculcated by the colonial state. Ethics and morals of public officials were regularly monitored through surveillance reports, and since remuneration levels were largely satisfactory, civil servants served the public meticulously (IG Report, 2008).

When NRM government took power, it got massive support from donors and other international agencies for economic reconstruction. This gave public servants and NGO's access to money, in terms of allowances, project studies, etc. from donors. It is in these activities that seeds of commissions (gratification) were sown. Since Government was the biggest source of funds to public and private sectors, public officers started to corrupt the procurement processes. Soon, the vice spread like wild fire to the present unprecedented proportions (Nuwagaba, 2008). The incumbent government has attempted to put in place a number of institutions and measures to combat corruption. Prominent among these include; the Inspectorate of Government, Directorate of Ethics and Integrity, the Auditor General, Directorate of Public Prosecutions, Public Accounts Committee of Parliament, and the Anti-Corruption Division of High Court that was created on the recommendation of the IG. Despite all these institutions in place, government faces a challenge of rampant corruption (Mulyagonja, 2014).

Olivier de Sardan (1999, p.29) reveals that in Sub-Saharan Africa, "at every day level, there is scarcely a conversation without hostile or disgusted references to corruption". Manyak and Katono (2010) using data from local governments attribute corruption to the social political context of decentralization in Uganda. They argue that the continued social failure fuelled by poverty, illiteracy, ethnic differences, dishonest and ineffective government undermines value for money public transactions. This has created a general feeling for the existence of moral decadence where the new generation public servants promote selfish interest (Manyak & Katono, 2010). Managers are encouraged to engage in morally responsible behaviours to promote ethics and value for money transactions in government businesses (Ntayi et al., 2010). Holding people

answerable for their decisions and actions captures the essence of accountability (Frunk & Klimoski, 2004).

The leading institution in Uganda to fight corruption is the Inspectorate of Government. The Inspectorate (here in after called the IG) was established under Article 223 of the Constitution of the Republic of Uganda. The major roles of the IG are; to promote and foster strict adherence to the rule of law and principles of natural justice in administration; to eliminate and foster elimination of corruption, abuse of authority and of public office.

The World Bank (2014) has revealed that over 80% of the corruption complaints received by the Inspectorate of Government in Uganda relates to local governments. Evidence from the Common Wealth Heads of Government Meeting Report (CHOGM) of (2010) and Uganda Integrity reports of 2008 and 2010 reveal a disturbing moral identity challenge where respected public officers (including government ministers) exhibit inconsistent behavior over time. Cases of public servants engaging in ethically questionable activities that harm the general public abound. Whenever such unethical conduct is unearthed, the individuals involved are blamed (Felps, Mitchell & Bymton, 2006) without addressing their motivators. Policy makers and researchers wonder why such behaviours persist despite a strong regulatory framework (Ntayi, Ngoboka & Kakoza, 2012).

Serving the public interest is the fundamental mission of governments and public institutions (OECD, 2003), yet Uganda has a long tradition of wealth creation at the expense of its citizens. The citizens have witnessed unethical behavior caused by greedy pursuit of money by respected

senior government officers (Auditor General's Report, 2013). Economic individualism and market based values dominate today's policy making and public management circles; often at the expense of the common good (Bozeman, 2007). Whether politicians are responsive to the demands of their citizens has been an important topic in the literature on political responsiveness in particular (Soroka & Wlezien, 2005).

## **1.2.2 Theoretical background**

### **1.2.2.1 Public Choice theory**

The theory of public choice has been used to explain corruption tendencies (Tullock, 1966). It is relatively a new science located at the interface between Economics and Politics (Rowley, 1993; Mueller, 1997; Shughart & Razzolin, 2001). It focuses on the scientific analysis of the behavior of individuals with respect to government (Black, 1948). Working in the public sector is a complex and difficult business; the general public is looking for demonstrable outcomes from government and government is looking to the public service to achieve these results (Gallop, 2011). The theory seeks to understand the behavior of political markets by utilizing the analytical techniques of economics, most notably the rational choice postulated in the modeling of non-market decision making behavior (Tullock, 1966).

The theory of Public Choice falls short of the fact that there is no mechanism for making collective choices other than dictatorship that translates the preferences of diverse individuals into a well behaved social utility function (Arrow, 1950). Again, a large number of people's welfare is always actually not affected by public actions more specifically corruption offences (Amartya, 1984).

### **1.2.2.2 Stewardship theory**

The closing decades of the twentieth century witnessed the large-scale separation of executives and regulatory agencies from central government departments in many countries (Laegreid & Verhoest, 2010). This ushered in the stewardship theory out of the dissatisfaction postulated by the selfishness of the agents and ensuring that the inseparable clash of interests between principals and agents is minimized (Schillemans, 2013). Stewardship theory seeks to understand the conditions under which agents are less likely to base their actions on self interest but rather take pleasure in serving collective goals or act as stewards to the interests of their principals (Schillemans, 2013). The theory assumes that stewards are motivated by collective or social goals and not (primarily) by their self interest (Davis et al., 1997).

### **1.2.3 Conceptual background**

This study is conceived basing on the thinking that ethical orientation of staff in Mbale District Local Government reduces corruption. Ethical orientation is a discipline which evolved from philosophy. Ethical orientations were coined from philosophers like Socrates, Plato and the very influential German philosopher Immanuel Kant (1724-1804). The study of ethical orientations will adopt the classification of Deontology and Teleology (Sorensen, 2008; Northouse, 2007).

Corruption is one of the most serious unethical practices that undermine trust and confidence in public officials. Public confidence can only be reclaimed by establishing a reputation of integrity. The corruption scourge not only undermines good governance but also retards the economic development of a country. Some of the grave effects of corruption are: high cost of

goods and services; increase in debt of a country, low standards of living as substandard goods and services are provided and inappropriate technology is acquired. Corruption destroys the moral fabric of the country and allows organized crimes to flourish thus frustrating the development of our country (Inspectorate of Government Report, 2013).

The most quoted definition of corrupt behavior emphasizes “the abuse of public power or position for personal benefit” (Amanda, 1998, p.8). Corruption has been conceptualized to include; bribery, nepotism and extortion. Ethical orientations are generally classified into two groups; Deontology and Teleology (Sorensen, 2008; Northouse, 2007). Deontology is the extent to which an individual subscribes to universal moral rules and codes in decision making (Elias, 2002). Deontology is further classified into Ethics of duty and Ethics of rights. Teleology is based on the intended outcomes or goals of a certain action. If the outcomes are desirable, then the action in question is morally right; if the outcomes of the action are not desirable, then the action is morally wrong (Forshyth,1980;1992). Teleology is further classified into Egoism and Utilitarianism.

Ethical orientations of public officers are guided by the code of conduct and ethics for the Uganda public service (Lwamafa, 2006). The code sets out standards of behavior for public officers and how they relate with each other and the public. The Code of Conduct and Ethics applies to the entire public service while there are ethical obligations and codes of conduct specific to each profession within the public service like Education, Medical, Judiciary, Engineering Accounting etc. The code ensures that ethical values are maintained through

emphasizing impartiality, objectivity, transparency, integrity, efficiency and effectiveness of public officers thus reducing corruption.

The Deontic ethical orientation demonstrated by Kant asserts that right action is action in accordance with a rule that can be made applicable to everyone. In the Ugandan case, The Anti Corruption Act, 2009 is an Act to provide for the effective prevention of corruption in both the public and private sector, to repeal and replace the Prevention of Corruption Act, to consequentially amend the Penal Code Act, the Leadership Code Act and to provide for other related matters. Again, The Leadership Code Act, 2002 provides for a minimum standard of behavior and conduct for leaders; it requires leaders to declare their incomes, assets and liabilities; it puts in place an effective enforcement mechanism and, provides for other related matters.

#### **1.2.4 Contextual background**

Mbale District is located in the Eastern region of Uganda. It is named after the largest town in the district, Mbale, which also serves as the main administrative and commercial centre in the sub-region. It has two counties with 14 sub-counties, 48 parishes, 41 villages and one municipal council. It covers an area of 2,467 sq. km. Its population estimates are 441,300 (Mbale District Local Government Statistical Abstract, 2012).

Mbale District Local Government is administered through politically established and civil service structures. The political wing is headed by the elected LCV Chairperson who heads the council which is the highest political authority with both legislative and executive powers. The

technical wing is headed by the Chief Administrative Officer who supervises all civil servants in the district (Mbale District Local Government Report to Parliament, 2013). Management is spread in the district under the following local government administrative units; i) Municipality with 3 divisions, ii) 1 County with 19 sub counties, iii) 126 parishes and 869 villages.

Uganda, just like developed western democracies, has laws that regulate the expected and perceived actions and behaviours in its operations as they tend not to be self-regulatory (Carson, 2003; Piety, 2004; Rondinelli, 2003). The Code of Conduct and Ethics for the Uganda Public Service sets out standards of behaviour for Public Officers in the Uganda Local governments. It is designed to ensure impartiality, objectivity, transparency, integrity, efficiency and effectiveness of Public Officers when performing their duties. It is intended to guide public officers in their behaviour and how they relate to each other and the public. The code's leading principle is to give accountability and it emphasises that a Public Officer shall hold office in public trust and shall be personally responsible for his or her actions or inactions. The code of conduct for public servants emphasises that a public officer shall be accountable to the public. He or she shall be accountable for the resources under him or her (Rwamafa, 2007).

The Leadership Code of Conduct requires specified officers to declare their incomes, assets and liabilities from time to time and how they acquired or incurred them. Regulation 84(1) of the Public Finance and Accountability Regulation 2003 mandates the Accountant General before the start of business and after closure of business to survey the cash, stores and non-current assets held by the Accounting Officer of each ministry, department or other agency of the government at the end of the financial year.

### **1.3 Problem statement**

Over the past years, there has been a challenge of corruption in District Local Governments. Government in an effort to provide services to the people developed policies, laws, regulations and guidelines for civil servants and political officers to adhere to in the course of performing their tasks. Institutions such as IG, Auditor General, Public Procurement and Disposal of Assets Authority, and Accountant General have been put in place to reduce and curb corruption. Despite the existence of these regulatory frameworks/institutions corruption still persists. There were irregular payments to thirteen hospital employees at Mbale regional referral hospital. These hospital employees originated the processing of fraudulent salary claims amounting to U.Shs. 93,104,303. Such illegitimate payments through personal bank accounts are examples of catastrophes of corruption in Mbale District Local Government. Despite this glaring evidence of corruption in the District Local Government, empirical research is lacking to explain the relationship between ethical orientation, accountability and corruption.

### **1.4 General objective**

The study seeks to establish the relationship between ethical orientations and corruption in Mbale District Local Government.

## **1.5 Specific objectives**

1. To find out the relationship between ethics of duty and corruption in Mbale District Local Government
2. To examine the association between ethics of rights and justice and corruption in Mbale District Local Government
3. To establish the relationship between egoism and corruption in Mbale District Local Government
4. To establish the association between utilitarianism and corruption in Mbale District Local Government

## **1.6 Research questions**

1. What is the relationship between ethics of duty and corruption in Mbale District Local Government?
2. What is the association between ethics of rights and justice and corruption in Mbale District Local Government?
3. What is the association between egoism and corruption in Mbale District Local Government?
4. What is the relationship between utilitarianism and corruption in Mbale District Local Government?

## **1.7 Hypothesis of the study**

- H<sub>1</sub> Ethics of duty is related to corruption in Mbale District Local Government
- H<sub>2</sub> Ethics of rights and justice associated to corruption in Mbale District Local Government
- H<sub>3</sub> There is an effect of egoism on corruption in Mbale District Local Government
- H<sub>4</sub> There is an influence of utilitarianism on corruption in Mbale District Local Government

## 1.8 Conceptual frame work for predictors of corruption reduction

Independent variable

Dependent variable

**Ethical Orientations**

**Corruption**

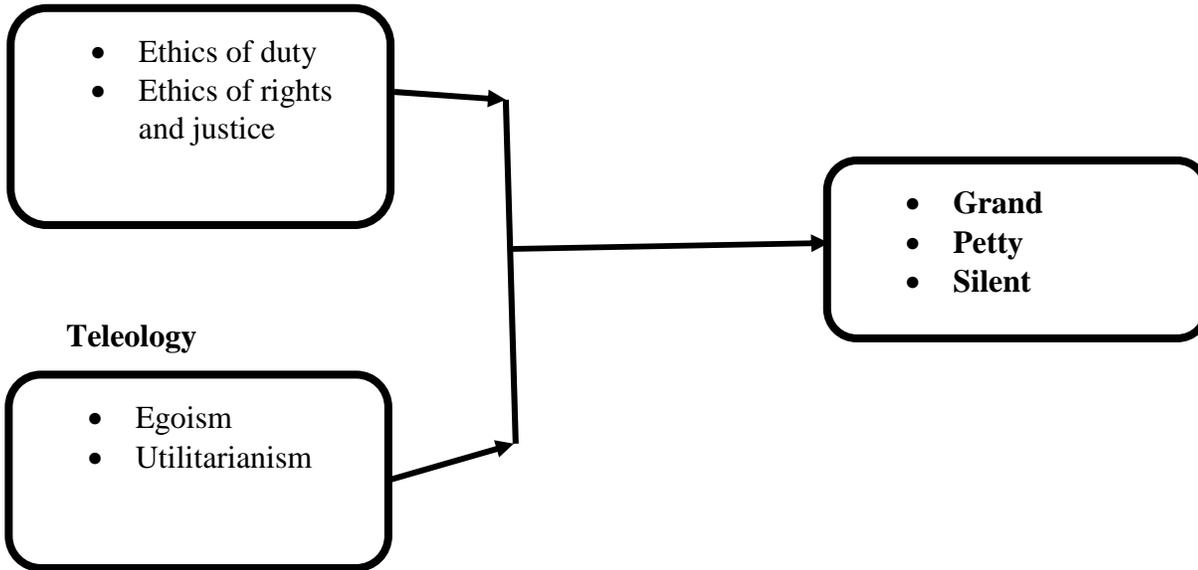
**Deontology**

- Ethics of duty
- Ethics of rights and justice

**Teleology**

- Egoism
- Utilitarianism

- **Grand**
- **Petty**
- **Silent**



Source: Developed from theoretical review and extensive literature review and modified by the researcher (See theoretical and literature review)

### **Description of the model**

The conceptual frame work above illustrates the relationship between ethical orientation as the independent variable and corruption as dependent variable. Ethical Orientation is conceptualized to include Deontology and Teleology. Corruption has been conceptualized to include; Grand, Petty and Silent as the dimensions of corruption.

## **1.9 Significance of the study**

- This study will yield empirical evidence and make recommendations based on sound grounds for reducing corruption in local governments.
- Implementing the recommendations of this study will improve the standards of public officers as they fight corruption.
- Scholars undertaking related studies will benefit from these theories and empirical findings relating to ethical orientation and corruption.
- Conceptually, the study is likely to generate an academic debate about whether there is a relationship between; Deontology, Teleology and corruption.

## **1.10 Justification of the study**

The international community has realized the impact of corruption on poverty and human dignity. Corruption hinders the achievement of the Millennium Development Goals (MDG) for Uganda in particular by undermining the economic growth that would free millions from the poverty trap. Uganda has been portrayed as one of the most corrupt countries in the world. Reports from IG, Auditor General and Transparency International Reports (2005, 2006, 2007, 2008, 2009) for these years confirm the high levels of corruption in Uganda. It is therefore critical to examine the relationship between Ethical Orientation and Corruption in Uganda.

The study is deemed necessary because researchers, policy makers and practitioners have continued to share concerns about cases of deviant behaviours in the local government that harm citizens. The rationale of the study is to enable Mbale District Local Government and all its stakeholders improve ethical orientations and reduce corruption.

## **1.11 Scope of the study**

### **1.11.1 Geographical Scope**

The study will be carried out in Mbale District Local Government located in Eastern Uganda. It will involve cross examining and interviewing key informants including; retired politicians, current politicians, academicians, cultural leaders, religions leaders, public servants and retired public servants, opinion leaders, former and current members of parliament, former and current ministers, teachers from primary and secondary schools and students in A' Level and tertiary institutions.

### **1.11.2 Content Scope**

The study will focus on ethical orientation as the independent variable with the dimensions of Deontology and Teleology and Corruption is the dependent variable with the dimensions of Grand, Petty and Silent.

### **1.11.3 Time Scope**

The time scope will focus on the period 2015-2016. This period is chosen because it's the period that Mbale District Local Government has experienced a lot of issues regarding corruption scandals.

## **1.12 Operational definitions**

**Transparency:** This means the availability and accessibility of relevant information about the function of the policy (Garring & Tharker, 2004).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The researcher will review literature related to ethical orientation and corruption. Documentation such as policy documents, reports, library (books, magazines, scholarly publication, seminar papers and newspapers) and surfing of relevant websites will facilitate the review. Below is a presentation of the review of the literature about the theories that explain the study variables.

#### **2.2 Theoretical Review**

Theories are sets of logically interpreted and systematically tested propositions that have been developed through research and used to explain social phenomena over considerable period of time (Sarandakos 1997, Amin 2005). Mugenda and Mugenda (2003) defined a theory as a set of similar concepts and their interrelations to each other in the phenomena that they explain. Many theories have been advanced particularly in the area of ethical orientation in reducing corruption. Below is a presentation of the review of related theories in regard to ethical orientation and corruption.

##### **2.2.1 Public interest theory**

Public interest is not a concept with commonly shared content (Zrinjka, 2009). In attempts to define it, authors explain it in terms of common interest, public significance or common good. “Public interest is a field in which parties struggle to establish policy. Public interest implies the innovation of social purpose in all matters in which there remains a territory of discussable collective policy within society” (Smith 1989:23) in McQuail, 1991:20).

In the early twentieth century, many prominent political scientists paid homage to the idea of the public interest (Pendleton, 1939). Emmette Redford (1954) viewed public interest theory as the key to effective regulatory administration; Phillip Monyponny (1953) anchored his public administration ethical code in a concept of the public interest. Nowadays, many sophisticates' reaction to public interest appeals is much the same as nonbelievers' responses to discussions of God and the afterlife (Bozeman, 2007).

Critics of public interest theories (e.g. Schubert 1961, Sorauf 1957) have lamented the fact that public interest concepts are almost always imprecise and expansive. Today, concern with public interest has not disappeared, but public interest theory strikes many as an anachronism, a relic from another day's *Zeitgeist* when the public interest was a preoccupation of celebrity intellectuals such as Walter Lippman (e.g. 1955). This theory is related to the study because majority of the public officers tend to be egoistic by pursuing their individual interests at the expense of the citizens' interests. The theory of public interest prevailed up to the 1960s when Public Choice theory launched its critical attack on that established theory (Jorgen, 2010).

### **2.2.2 Public choice theory**

Public choice theory is a relatively new science located at the interface between economics and politics (Rowley 1993, Mueller 1997, Shughart & Razzolini 2001). It was founded in 1948 by Duncan Black. Its practitioners seek to understand and to predict the behavior of political markets by utilizing the analytical techniques of economics, most notably the rational choice

postulate, in the modeling of non-market decision-making behavior. Public choice is a positive science concerned with what is or what conditionally might be (Tullock, 1966).

In 1957 Anthony Downs moved public choice from its early beginnings in analyzing committee decisions and direct elections in an environment essentially devoid of institutions to its subsequent preoccupation with the institutions of democracy and representative government (Downs, 1957). In a far-reaching contribution, he laid the foundations for an ambitious research program that would apply rational choice theory to every aspect of the political market place.

### **2.2.3 Stewardship theory**

Davis et al., (1997, p.24) defined Stewardship theory as a governance model in which the motivations of the managers are based upon pro-organizational rather than self-interest behavior. Block (1996) suggested a stewardship role “Service over self-interest” believing that both organization and individual needs will be achieved best by honoring relationships and treating followers like “owners and partners”. Cahlwell and Karri (2005) extended the definition of Stewardship theory to incorporate covenantal duties owed to all stakeholders that acknowledged the importance of a systematic fit of organization governance with the conditions of its environment. This theory is applicable to the study because public officers are given finances and power in the execution of their functions which they abuse by engaging in corruption tendencies.

#### **2.2.4 Deontology theory**

Deontology emerges from the Greek word “deon”, which means necessary or obligatory. This theory has been established in Western moral philosophy that receives the influence of prominent Greek moral philosophers, such as Socrates and Plato and the very influential German philosopher, Immanuel Kant (1724-1804) (Marta, 2004). The theory states that the only unqualified good is good will. Good will manifests itself when it acts for the sake of duty, where duty implies a recognition and adherence to a law or precept. The deontic ethical orientation demonstrated by Kant asserts that right action is action in accordance with a rule that can be made applicable to everyone. Such ethical schemas tend to blame and castigate any act that results in injustice and breaking rules (Felps et al., 2006). The deontic approach ignores and/or fails to examine the motives behind people’s ethical behaviour (Ntayi, 2013).

### **2.3 ACTUAL LITERATURE ABOUT THE STUDY VARIABLES**

#### **2.3.1 Introduction**

This study intends to establish an association between ethical orientation and corruption with in Mbale District Local Government. Ethical Orientation is conceptualized from Deontology theory. Corruption is conceptualized from the theory of Public interest and supported by the theory of Public choice and further articulated by Stewardship theory. This section therefore covers the review of literature related to the variables under the study. It will provide details relating to both theoretical underpinnings and empirical findings resulting from the previous studies carried out by scholars in different economies and/or institutions relating to ethical orientation in reducing corruption.

### **2.3.2 The relationship between Ethical Orientations and corruption**

Many factors are predicted to influence ethical orientations and they consist of deontology and teleology (Hunt & Vitell, 1993; 1986). The two approaches to ethical orientation which have received most attention in the literature are those reliant on the theories of deontology and teleology (McDonald & Beck-Dudley, 1994).

#### **2.3.2.1 The relationship between Deontology and corruption**

Deontology is the extent to which an individual subscribes to universal moral rules and codes in decision making (Elias, 2002). According to Deontologists, the decision-maker is to adhere to a set of rules and guidelines (Macdonald & Dudley, 1994). Deontology is further classified into Ethics of duty and Ethics of rights and justice. Deontology is associated mostly with Immanuel Kant who argued that the highest good was the good will, and morally right actions are closely carried out with a sense of duty (Kant, 1998; 781, 1785). Thus, it is an intention behind action rather than its consequences that makes the action good (Bowie, 2002). Kantian moral philosophy is based on the Categorical imperative. "Act only on that Maxim by which you can at the same time will that it should become a universal law". Kant's second formulation categorical imperative dictates that human beings should be treated not simply as a means to one's own ends but also as ends in themselves. (Bowie 1999, Sullivan, 1989). It follows that people in business relationships should not be used, coerced or deceived and that business organizations and practices should be arranged so that they contribute to the development of human rational and moral capabilities (Bowie, 2002).

### **2.3.2.2 Ethics of Duty**

Ethics of Duty is associated mostly with Immanuel Kant who argued that the highest good was the good will, and morally right actions are those carried out with a sense of duty (Kant, 1998 (1781; 1785). Thus, it is the intention behind an action rather than its consequences that make that action good (Bowie, 2002). Kantian moral philosophy is based on the categorical imperative: "Act only on that maxim by which you can at the same time will that it should become a universal law." Kant's second formulation of the categorical imperative dictates that human beings should be treated not simply as a means to one's own ends but also as ends in themselves (Bowie, 1999; Sullivan, 1989).

### **2.3.2.3 Ethics of Rights and Justice**

According to rights, human beings have certain fundamental rights that should be respected in all decisions: the right to free consent, privacy, freedom of conscience, free speech and due process (Cavanagh et al., 1981). A right is a capacity, a possession or condition of existence that entitles either an individual or a group to enjoy some object or state of being. For example the right to free speech is a condition of existence that entitles one to express one's thoughts as one chooses (Duska, 2002). Rights distinguish between negative and positive rights. In the case of negative rights, the duty is to allow the party to act freely within the domain covered by the right. In the case of positive rights, the obligation is to provide the party with a benefit of some type. The moral force of a right depends on its strength in relation to other moral considerations applicable to the context in question (Jones et al., 2007).

According to the concept of rights, as long as the distribution of wealth in society is achieved through fair acquisition and exchange, the distribution is a just one regardless of any degree of inequalities that may ensure (Budd, 2004). The morally correct action is one that a person has the moral right to do, that which does not infringe on the moral rights of others, and that furthers the moral rights of others (Rachels, 1999; Schumann, 2001). People who rely on the Rights to reason their actions emphasize the entitlement of individuals (Cavanagh et al., 1981). Restrictions on behavior should prevent harm to others, but unless your actions harm others you should be free to do as you please.

### **2.3.3 The relationship between Teleology and corruption**

Teleology was coined from a Greek term “telos”, which means ends, consequences and results. This evaluates ethical actions in terms of their contribution and consequences of the judgements, rather than their confirmation to rules or commandment (Finniss, 1998).

The fundamental difference between the two variables lies on the fact that deontology theory focuses on the ethical character of an act. An act is considered ethical based on motivation and duty of the decision maker. It is to comply with rules and procedures, irrespective of whether or not the decision would produce good consequences. On the other hand, teleology theory postulates that an action is ethically correct if it produces a net balance of good over evil for the decision maker or society as a whole. Unethical action is sometimes considered good if it provides the greatest good over evil to the majority stakeholders irrespective of rule compliance. However neither deontology nor teleology can stand alone. Both theories are needed to produce a comprehensive ethical judgment (Boyces, 1989).

### **2.3.3.1 Egoism**

Public officers have a long tradition of wealth creation at the expense of various stakeholders. For well over a decade, however, the public has witnessed an increasing sensitivity to unethical behaviours by greedy pursuit of money and power in their public officers. The unethical (and often illegal) behaviour of managers is an issue that is likely to stay on for quite some time (Baughter & Weisbord, 2011). Egoism usually affects government officers in different ministries as they always want to pursue their long term interests or short term desires at the expense of executing work for the beneficiaries who are the citizens. This leads to delivering of faulty services or shoddy work (Kwemarira, 2013).

### **2.3.3.2 Utilitarianism**

Under Utilitarianism, an action is morally right if it results in the greatest amount of good for the people affected by the action. Like most people in Uganda have benefited from the medicines and Health supplies including ARVs, TB and Malaria drugs. This indicates that when public officers act in the interest of the public, corruption is reduced (Ministry of Health, Annual Health Sector Performance Report, 2011/2012).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This section presents the research methods to carry out the study. It will cover the research design, study population, sampling design, sample size, sampling techniques and procedures, sources of data, data collection methods and instruments, reliability and validity, measurement of variables, data analysis, ethical issues, limitations and strength of this study.

#### **3.2 Research Design**

This study will employ a descriptive survey design that is cross sectional in nature to describe and explain corruption reduction in Mbale District Local Government in Uganda (Babbie & Mouton, 2006). This is so because the variables of interest in our sample will be assessed once to determine the relationships between them (Welman, Kruger & Mitchell, 2005). Again, an analytical survey with a mixed methods and triangulation focus will constitute the study's research design (Collis & Hussey, 2009). The researcher intends to carry out methodological paradigm triangulation concurrently where both qualitative and quantitative approaches to data collection will be applied (Fade, 2003).

#### **3.3 Study Population**

Population includes people, events, animals and objects who/which are members of the target of the study (Akuezilo, 1993: 43). In other words, population is any group of individuals that have one or more characteristics in common that are of interest to the researcher.

**Table 1: Population category and sample size selection**

<b>Category</b>	<b>Population</b>	<b>Sample Size</b>	<b>Selection Technique</b>
Primary school staff	1592	310	Simple Random sampling
Secondary school staff	296	165	Simple Random sampling
Tertiary school staff	112	86	Simple Random sampling
Health workers	418	201	Simple Random sampling
Local government staff	194	127	Simple Random sampling
LC chairpersons	23	22	Purposive
Contract staff	04	04	Purposive
<b>TOTAL</b>	<b>2639</b>	<b>335</b>	

Source: Mbale District Service Commission Report, 30<sup>th</sup> June 2014

Sample size was reached at basing on Krejcie and Morgan (1970).

### **3.4 Sample size and selection**

A sample is a sub set of a particular population (Mugenda & Mugenda, 1999). By studying the sample the researcher will be able to draw conclusions that will represent the population (Sekeran, 2005). The sample size will be 335 employees and stakeholders of Mbale District. The procedure for determining sample size will be based on the Krejcie and Morgan (1970)'s table.

### **3.5 Sampling Techniques and Procedures**

The study will involve use of simple random sampling and purposive sampling technique across all the categories. The justifying assumption is that reliable and valid information is only obtainable from specific persons in the accessible population at a specific time. Purposive sampling and Simple random sampling techniques will be used as follows:

#### **3.5.1 Simple random Sampling**

According to Siegel (2004), simple random sampling is used in a situation when each respondent has an equal chance of being selected to participate in the study. The researcher therefore will use simple random sampling on categories with more than 5 (five) respondents. This technique will be used because it is easy to administer where-by each element will be selected randomly there-by reducing bias. The population that will be selected shall have equal chance of being selected.

#### **3.5.2 Purposive Sampling**

According to Amin (2005) purposive sampling is preferred in selecting people holding positions that are more knowledgeable with issues going on in their areas. In that respect therefore, this technique will involve selection of key informants ranging from opinion leaders, senior politicians, heads of schools and religious leaders.

### **3.6 Data collection Methods and Techniques**

Data collection is an integral part of the research design (Sekaran, 2003). Data collection methods will be categorized into secondary and primary methods. Primary data is data collected

for the first time and is original in character, for instance panels of respondents organized by the researcher. Secondary data is the one that has already been collected by someone else and which has passed through statistical processes (Kothari, 1985). These will include; Mbale Local Government's records, publications, World Wide Web's information and archives (Sekaran, 2005).

### **3.6.1 Questionnaire Method**

Amin (2005) describes a questionnaire as a self-report instrument used for gathering information about the variables of interest in an investigation. The researcher will prepare interrelated questions about the research topic under investigation based on the objectives and hypothesis of the study.

### **3.6.2 Interviewing**

Amin (2005) states that an interview is an oral questionnaire where the investigator gathers data through direct verbal interaction with participants. Interviews according to Barbia (2007) are an alternative method of collecting survey data rather than asking respondents to read, write and answer questionnaires. Sekaran (2003) explains further that interviews can be structured or unstructured as analysed by Barbia (2007) where he says that interviews can be face to face or by telephone. This method will help in cross validity information supplied by respondents and in this case interviews shall be structured.

### **3.6.3 Document Reviewing**

Secondary data will be obtained and collected from research reports, journals, newspaper articles, and minutes of meetings (Mugenda et al., 2003).

## **3.7 Data collection instruments**

### **3.7.1 Self-Administered questionnaire**

A self-administered questionnaire is a questionnaire that a respondent completes on his\her own, either on paper or via computer, and offers the researchers potential to reach a large number of potential respondents. A total of 335 questionnaires will be administered to the targeted respondents in Mbale District Local Government. The questionnaire will be designed on a five Likert scale as Strongly Agree (5) to Strongly Disagree.

### **3.7.2 Interview guide**

According to Kompo and Tromp (2006), interviews are questions asked orally. The researcher will use interview guide since it is flexible on measuring certain characteristics which are not possible to be measured by developing scales (Kothori 1999). The instruments will be applied to a few knowledgeable respondents in Mbale DLG. 50 interview guides will be conducted amongst key informants.

## **3.8 Data Reliability and Validity**

Data Reliability and Validity will be measured separately as illustrated below;

### **3.8.1 Reliability of the instruments**

This indicates the extent to which the instrument is consistent and without error. The questionnaires will be tested for completeness and accuracy using Cronbach's alpha coefficient (Nunnally & Bernstein, 1994) of more 0.7. The researcher will pretest the questions on ten purposively sampled respondents from Mbale District Local Government.

### **3.8.2 Validity**

The validity of the research instruments will be checked using content and face validity approaches so as to ensure that the instruments include adequate and representative items that will tackle the key concepts of the study. This will be done by discussing the instruments with the supervisors (expert judgment).

### **3.9 Procedure of Data Collection**

The researcher will secure an introductory letter from UTAMU and seek for permission from Mbale District Local Government to carry out a research study in their LG. The researcher intends to appoint two (2) Research Assistants to help in administering the data collection instruments. They will first be trained, inducted and then assigned to each of the categories of the targeted respondents.

### **3.10 Data Analysis**

Data analysis is the process of bringing order, structure and meaning to the mass of information gathered (Mugenda & Mugenda, 1999). Data will be collected using questionnaires and interviews guided by conceptual frame work, objectives and research questions.

#### **3.10.1 Analysis of qualitative data**

Qualitative data will be analyzed as being collected from the field where analysis of interview responses and documentary reviews will involve linking them to the variables and their relations will be established and interpreted using correlation. Thematic content analysis will also be used which is a descriptive presentation of qualitative data (Rosemarie, 2007).

#### **3.10.2 Analysis of quantitative data**

Once data has been collected through questionnaires to examine the relationship between the variables, it will be edited, coded and entered into a computer software Statistical Package for Social Science (SPSS) in order to develop the relationships among the variables. Data will be presented using diagrams, graphs, charts, text presentations and other forms of presentations. Thereafter the impact of this relationship will be analyzed by using correlation coefficient to establish the direction and strength of the variables of this relationship. A regression analysis will be used to determine the strength of the independent variable influence on the dependent variable.

### **3.11 Measurement of Variables**

The variables will be measured by operationally defining the dimensions of the variables in the study ranging from; Ethical orientations and corruption.

**Ethical orientations** was unpacked to include these dimensions; deontology and teleology and will be measured based on items adopted from Kwemarira (2013).

**Corruption** was conceptualized to include the dimensions of grand, petty and silent and will be measured basing on items developed by Ntayi et al., (2012).

A five-Likert scale namely 1-Strongly Disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly Agree, will be used to measure both the dependent and independent variables.

### **3.12 Ethical issues**

The study plan will try as much as possible to minimize misleading results in order to satisfy ethical acceptability standards. Consultations with the concerned parties will be held to cater for situations where doubt may arise regarding ethical procedures. The respondents' dignity and confidentiality will be protected together with those individuals who may be affected by the results of the study by using codes to describe them instead of their names. Strict observance of citations for works of others that a researcher will use will be adhered to.

### **3.13 Limitations and Strengths**

The study is limited to Ethical orientations and corruption in Mbale District Local Government. Furthermore, two research assistants will be engaged to distribute and collect answered instruments. Research assistants normally lack theoretical and construct knowledge, more so in regard to Ethical orientation and corruption. This is likely to pose significant limitations in case participants seek clarification on seemingly unclear items (Bohrnstedt, 1983; Floyd, 1995).

In spite of the aforementioned, the use of mixed methods and triangulation (Creswell, 2003; Collis & Hussey, 2009) is the study's main point of methodological strength.

## REFERENCES

- Acemoglu, D. & Verdier, T. (2000) The choice between market failures and corruption. *American Economic Review*. 90 (2): 194 – 211.
- Akuezilo, E. O, (1993). *Research Methodology and Statistics Nigeria: Nuel Centi (nig) Publishers.*
- Amartya K. (1979b), “Utilitarianism and Welfare”, 16 *Journal of Philosophy* 463-489.
- Amartya, K. (1979a), Personal Utilities and Public Judgments; or what’s wrong with Welfare *Economics*, 89 *Economic Journal*, 537-558.
- Amartya, S. (1996) “Rights formulation and consequences” *Analyse and Kritik*, 18: 153-170.
- Arrow, A. F., (1951) “Alternative Approaches to the Theory of Choice in Past taking Situations” *Econometric* pp. 404 – 437.
- Arrow, K. (1951, 1963) *Social Choice and Individual Values*. Explores how individual’s preferences shape social choices, and explains the impossibility of finding a democratic argument that will achieve this perfectly.
- Arrow, K. J. (1963) *Social choice and individual values*: New York: John Wiley & Sons rev (eds)
- Arrow, K. J. (1973) “Some Ordinalist-Utilitarian Notes on Rawls’ Theory of Justice”, *Journal of Philosophy* 70, 245-63

- Auditor General (2008) Special Audit on Commonwealth Heads of Government Meeting (CHOGM) Expenditure. The Republic of Uganda
- Auditor General's Report to Parliament, 2012/2013
- Bechya, Ben Asher Ibn Chalawa (1515-1996), Kad Hakemach (The Receptacle of Flour – in Hebrew), Mishor, Bene Beraq.
- Berle, A. & Means, G. (1932), *The Modern Cooperation and Private Property* (New York, Macmillan).
- Black, D. (1948) "On the Rationale of Group Decision Making", *Journal of Political Economy*, 23-34; reprinted in K. J. Arrow and T. Scitovsky, 1969-133-46
- Black, D. (1948) "The Decisions of a Committee using a Special Majority *Econometrica*", 16, 245-61
- Black, D. (1958) *The theory of Committees and Elections*, Cambridge University Press
- Black, D. (1958), *The theory of Committee and Elections*. Classic text outlining the science of politics tracing its history back to Condorcet and Borda, and showing how different voting rules greatly affect the choices made.
- Block, P. (1996) *Stewardship choosing service over self-interest* (Berrett –Koehler Publishers, San Francisco, CA).
- Block. P (1993) *Stewardship. Choosing Service over Self-Interest*, San Francisco: Berrett – Koehler.
- Bohrnstedt, G. W. (1983). *Measurement*. In P. H. Rossi, J. D. Wright, & A. B. Anderson (Eds.) *Handbook of Survey Research*. San Diego, CA: Academic Press.
- Bowie, N. (1982) *Business Ethics* (Prentice hall, Englewood Cliffs, NJ).

- Bowie, N. (2000) "A Kantian theory of leadership "Leadership and Organization Development"  
Journal, vol. 21 No. 4, pp.185-93
- Bowie, N. E. (1999). Business Ethics A Kantian Perspective Maiden, Mass: Blackwell.
- Box, R. C. (1992) The Administrator as Trustee of the public interest: Normative ideals and  
daily practices. Administration and Society 24 (3) 323 – 45.
- Box, R. C. (1998) Citizen Governance: Leading American Communities into the 21<sup>st</sup> Century,  
Sage Thousand Oaks, CA.
- Bozeman, B. (2007) Public values and Public Interest: Counter-balancing economic  
Individualism.
- Bozeman, B. (2007) Public values and public interest: Counterbalancing Economic  
individualism
- Bozeman, B. (2007). Public Values and Public Interest: Counterbalancing Economic  
Individualism. Washington DC: Georgetown University Press.
- Buchanan, J. (1949) "The Pure theory of government finance: a suggested approach" Journal of  
Political Economy, 57: 496-506.
- Buchanan, J. M. & Tullock, G. (1962), The Calculus of Consent, University of Michigan Press,  
Ann Arbor, MI.
- Buchanan, J. M. & Tullock, G. (1962). The Calculus of Consent: logical foundations of  
Constitutional Democracy. Ann Arbor University of Michigan Press.
- Burrell, G. and Morgan, G. (1979), Sociological paradigms and organizational analysis,  
London, Heinemann.
- Caldwell, C. & Karri, R. (2005) Organisational Governance and Ethical Systems: A  
Conventional Approach to Building Trust Journal of Business Ethics 58, 249 – 259.

- Cam, C., Ranjan, K, & Pamela V. (2006). Principle Theory: Ethical Governance from the Follower's Perspective. pp. 207 – 223.
- Cassineli, C.W. (1958) Some reflections on the concept of Public Interest: *Ethics* 69: 48 – 61.
- CHOGM (2010). The report of the Public Accounts Committee on the special audit report of the Auditor General on the Commonwealth Heads of Government (CHOGM) 2007, Kampala, released on May 11, 2010, Parliament of Uganda.
- Collis, J. & Hussey, R. (2009) *Business Research: A practical guide for undergraduate and postgraduate students, 3rd edition*, New York, Palgrave Macmillan.
- Corbelta, G. & Salvato, C. (2004) “Self-Serving or Self-Actualizing? Models of man and Agency costs in Different Family Firms: A Commentary on “Comparing the Agency Costs of Family and Non-Family Firms; Conceptual Issues and Exploratory Evidence” *Entrepreneurship Theory & Practices* 28 (4), 355 – 362.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd Ed.). Thousand Oaks, CA: Sage
- Davis, J. H., Schoorman, F. D. & Donaldson, I. (1997a) Toward a Stewardship Theory of Management. *Academy of management Review*. 22:1 pp 20 – 447.
- Denhardt, J. V & Denhardt, R. B. (2007). *The New Public Service. Expanded Edition* Serving, Not Steering.
- Dicke, L. A. (2002) Ensuring Accountability in Human Service Contracting: Can Stewardship Theory fill the Bill? *The American Review of Public Administration*, 32 pp 445 – 70.
- Dike, V. E. (2005). Corruption in Nigeria: A new paradigm for effective control. *Africa Economic Analysis*

- Donaldson L & Davis j. H (1991) Stewardship Theory or Agency Theory: CEO Governance and Shareholder Returns. *Australian Journal of Management*, 16:1 pp 49-64.
- Donaldson, L. (2008) Ethics Problems with Ethics: Toward a Pro-Management theory *Journal of business Ethics*. 18: 299 -311.
- Downs, A. (1957) *An Economic Theory of Democracy*. New York: Harper & Row
- Fade, S. A. (2003). Communicating and judging the quality of qualitative research: the need for a new language. *Journal of Human Nutrition and Dietetics*, 16, 139-149.
- Feler, J. (1990). The State and its Study. The whole and the parts. In *Public Administration. The state of the discipline*. Ed. N. Lynn and A. Wildawsky, 84-97. Chatham, NJ: Chatham house.
- Felps, W., Mitchell, T. R. & Byington, E. (2006), “How, when and why bad apples spoil the barrel: negative group members and dysfunctional groups”, in Locke, E A (Ed), *Research in Organisational Behavior: An Annual Series of Analytical Essays and Critical Reviews Research in Organisational Behavior*, Vo. 27, John Wiley & Sons Ltd, Chichester, West Sussex, pp.175 – 222.
- Felps, W., Mitchell, T. R. & Byington, E. (2006). How, when and why bad apples spoil the barrel: Negative group members and dysfunctional groups. *Research in Organisational Behaviour: An annual series of Analytical Essays and Critical Reviews Research in Organisational Behaviour*, 27, 175-222.
- Fukuyama, F. (1998), “The therapeutic Society”, *Public Interest*, summer, pp. 113-6.
- Hosmer, L.T. (1996), *The Ethics of Management* (Irwin, Chicago, IL).
- Jayaratne, T. (1993). Quantitative methodology and feminist research. In M. Hammersley (Ed.), *Social research: Philosophy, politics and practice*, London: Sage.

- John 12:6-English Standard version Bible containing the Old and New Testament. Oxford: Oxford University Press, 2009
- Kant, I. (1785/2002) *Groundwork for the Metaphysics of Morals*, Yale, New Haven, CT.
- Kant, I. (1995) *foundations of the Metaphysics of morals*, Bobb's – Merrill/Library of Liberal Arts, Indianapolis, IN.
- Kaplan, B. and Duchon, D. (1988). Combining qualitative and quantitative methods in information systems research: a case study. *MIS Quarterly*, 12: 571-588.
- Kass, H. (1990) "Stewardship as fundamental Element in Images of public Administration". In *Images and identities in public Administration*, ed. H. Kass and B. Carton, 112 – 30. Newbury Park, CA: Sage.
- Kouzes, J. M. & Posner, B. Z. (1993) *Credibility: How Leaders Gain and lose it, and why People Demand it* (Jossey – Bass, San Francisco, CA).
- Kwemaria, G. (2013) *Ethical Orientations, OCBs, Performance Management and projects Accountability*. Unpublished MBA Thesis, Makerere University, Kampala – Uganda.
- Laegreid, P. & Verhoest, K. (2010) *Governance of Public sector organizations: Proliferation, Autonomy and performance*, Basingstoke: Palgrave Macmillan.
- Laegreid, Per, Paul, G. R. & Kristine, R. (2006) "Autonomy and Control in the Norwegian Civil Service Does Agency Form Matter? In Tom Christensen and Laegreid (eds), *Autonomy and Regulation*, Cheltenham: Edward Edgar, pp. 235 – 267.
- Lippman, W. (1995) *The Public Philosophy*. London: Hamish Hamilton.
- Lowery, D. & Brasher, H. (2004). *Organised interests and American government*. New York: McGraw – Hill.

Luke 16:3-8 English Standard version Bible containing the Old and New Testament. Oxford:  
Oxford University Press, 2009

Luke 19: 8 English Standard version Bible containing the Old and New Testament. Oxford:  
Oxford University Press, 2009

Manville, B. & Ober, J (2003) A Company of Citizens: What the World's First Democracy  
Teaches Leaders about Creating Great Organization (Harvard Business School Press,  
Cambridge, MA).

Manyak, T. G. & Katono, W. I. (2010). Conflict management style in Uganda: A gender  
perspective. *Gender in Management: An International Journal*, 25(6), 509-521.

Mathew 26:14-16 English Standard version Bible containing the Old and New Testament.  
Oxford: Oxford University Press, 2009

Mckelvey, R. D. (1976). "Intransitives in multidimensional voting models and some  
implications for agenda control" *Journal of Economic Theory*, 12: 472-482

Mckelvey, R. D. (1986). "Covering dominance and institution-free properties of social choice":  
*American Journal of Political Science*, 30: 283-314

Meidinger, E. E. (1998) "Laws and Institutions in Cross –boundary stewardship" In R. I.  
Knights and P. B Lawdres (eds) *stewardship across boundaries* Washington D.C Island  
Press.

Micheal, D. (2011) Are ethical theories relevant for ethical leadership?

Monypenny, Phillip. 1953. "A Code of Ethics for Public Administration". *George Washington  
Low Review* 25 (3): 247 – 62.

- Moore & Thomas, G. (1985), An Agenda for Regulatory Reform, in Boaz, David and Crane, Adward H. (eds), *Beyond the Status Quo; Policy Prospects for America*, Washington, Cato Institute 145 – 163.
- Morgan, G. B., Fishhoff , A. Bostrom & Atman, C. (2001) *Risk Communication: A mental Models approach*. Cambridge, Cambridge University Press.
- Mostovicz, E. I., Kakabadse, N. K., & Kakabadse, A. (2009) Is an ethical Society possible.
- Nau, D. (1995). Mixing Methodologies: Can Bimodal Research be a Viable Post-Positivist Tool? *The Qualitative Report*, 2 (3).
- NIS (2008). The 3<sup>RD</sup> National Integrity Survey (NIS III) Inspectorate of Government Final Report. Reev Consult International, October 2008.
- Ntayi, J. M. (2013). Leadership styles, workplace politics and moral identity of Uganda public procurement
- Ntayi, J. M., Ngoboka, P. & Kakooza, C. S. (2012). Moral schemas and corruption in Uganda public procurement. *Journal of Business Ethics*, 1-20. doi: 10.1007/s10551-012-1269-7.
- Ntayi, M. J., Byabashaija, W., Eyaa, S., Ngomaand, M., & Muliira, A. (2010). Social cohesion, groupthink and ethical behaviour of public procurement officers. *Journal of Public Procurement*, 10(1), 68-92
- OECD, (2010), Organization for Economic Cooperation and Development (OECD), (2010).
- Okunola, M. (1991). Evolving a legal and institutional framework combating corruption and other economic crimes in Nigeria. In A. U. Kalu & Y. Osinbajo (Eds.), *Perspectives on corruption and other economic crimes in Nigeria* (pp.195-198). Lagos: Federal Ministry of Justice Law Review Series.

- Olivier de Sardan, J. P. (1999). A moral economy of corruption in Africa? *Journal of Modern African Studies*, 37(1), 1999.
- Olson, M. (1965), *The Logic of Collective Action. Public Goods and the Theory of Groups*, Cambridge, MA, Harvard University Press.
- Olson, M. (1971). *The logic of collective action: public goals and the theory of groups* Cambridge, MA: Harvard University Press.
- Organisation for Economic Cooperation and Development (OECD), 2003, *Recommendation of the Council on OECD Guidelines for managing conflict of interest in public service*
- Oslo, M., (1965). *The Logic of Collective Action*. Cambridge: Harvard University Press.
- Oyebode, A, (1999). An Overview of corruption in Nigeria. Paper presented at the round table on the Impact of Corruption on the Political Reform and Economic Recovery of Nigeria, organised as part of the 20<sup>th</sup> Anniversary Celebrations of the Nigeria Institute of Advanced Legal Studies. Nigeria Institute of Advanced Legal Studies, Akoka, Yaba, Lagos state, March 30-31.
- Patton, M. Q. (2002). *Qualitative research & evaluation methods* (3rd ed.). Thousand Oaks, CA: Sage.
- Petrobras (2009) *Publics of Interest – Definition and Classification (Restricted Circulation)* Petrobras, Rio de Janeiro.
- Pfeffer, J. (1998), *The Human Evaluation: Building Profits by Putting People First* (Harvard Business School Press, Boston, MA).
- Pigou, A. (1920). *The Economics of Welfare* London MacMillan.
- Posner, R.A (2001), *public intellectuals: A Study of Decline*, Harvard University Press Cambridge, MA.

- Rasmussen, A. & Canoll, B., (2013). Determinants of upper –class dominance in the heavenly chorus: lessons from European Commission online Consultants. *British journal of Political Science*. First view.
- Rasmussen, A. Brendan, J. C. & Lowery, D. (2014) *Representatives of the public? Public Opinion and Interest group activity*.
- Redford, E. (1954) “The Protection .of the Public .Interest with Special Reference to Administrative Regulations”. *American Political Science Review* (48): 1103 – 08.
- Rowley, Charles, K., Tollison, Robert, D. & Tullock, G. (1988), *The Political Economy of Rent – Seeking*, Boston, Kluwer Academic Publishers.
- Samuel, P. A., Szenberg, M., Aron, A. G. & Lall, R. (2005) “Philosopher and theorist”, *International Journal of Social Economics* Vol. 32 ISS 4pp.325 – 338.
- Schattscheider, E. E., (1960). *The Seniovereign people. A realistic view of democracy in America*. New York: Holt Rinehart & Winston.
- Schillemans, T. (2013). *Moving beyond the clash of interests On Stewardship theory and the relationship between Central Government departments and public agencies*.
- Schoeffler, S., (1983), *The PIMS Program* in: K. Albert (ed.), *The Strategic Management Handbook* (New York, McGraw-Hill) pp. 23.1 – 23.10).
- Schofield, N. (1978) “Instability of simple dynamic games” *Review of Economic Studies* 45:575-594
- Schubert, G. (1996) *The Public Interest*. Glencoe, IL: Free Press.
- Sen, A. (1970) *Collective Choice and Social Welfare* San Francisco, CA: Holden – Day.
- Sigler, Jay, A., & Murphy, Joseph, E. (1988). *Interactive Corporate Compliance: An Alternative to Regulatory compulsion*, Westport Greenwood 221p.

- Simon, H. A. Smithburg, D.W. & Thompson, V. A. (1950) *Public Administration*. New York: Alfred A. Knopf.
- Sorcuf, F. (1957) *The Public Interest Reconsidered*. *Journal of Politics* 19(4): 616-39.
- Soroka S. N. & Wlezien, C. (2005). *Opinion Policy dynamics: Public preferences and public expenditure in the United Kingdom*. *British Journal of Political Science* 35 (4) 665- 689.
- Sounders, M., Lewis, P., & Thornhill, A. (2003), *Research methods for business students*, 3rd, Pearson Education, England
- Stiglitz, J. E. (Ed.) (1986), *The Collected Scientific Papers of Paul A. Samuelson*, Vols. 1 and 2, The MIT Press, Cambridge MA.
- Tarde, G. (1922), *L'opinion et La foule*, Girard et Brieve, Paris.
- Transparency International, (2012). *Global corruption report 2012. Corruption and the private sector*. New York: Cambridge University Press.
- Tullock (1993), *Rent Seeking*, Aldershot, Edward Elgar.
- Tullock, G. (1967) "The welfare costs of tariffs, monopolies and thefts". *Western Economic Journal*, 5: 224-233: Reprinted in Buchanan, Tollison and Tullock (eds) (1980) 39-50
- Tullock, G. (1967), "The Welfare Costs of Tariffs, Monopolies and Theft" *Western Economic Journal* 224 – 232.
- Tullock, G. (1987), "Concluding thoughts on the Politics of Regulation", in Mackey Robert J, Milner, James C, III and Ya (eds), *Public Choice and Regulation: A view from inside the Federal Trade Commission* Stanford, Hoover Institute Press, Stanford University, 333-334.
- Van Puyvelde, D. (2013) *intelligence Accountability and the role of public interest groups in the United States*.

Winter, G. (2000). A comparative discussion of the notion of validity in qualitative and quantitative research. *The Qualitative Report*,4(3&4).

Yamane, T. (1973), *Statistics: An Introductory Analysis*, 3rd ed., Harper and Row, New York, NY.

## Appendix (i) Questionnaire and Interview guide

# UTAMU ACADEMIC RESEARCH QUESTIONNAIRE

CONFIDENTIAL

**Dear Respondent,**

This study is about establishing the relationship between ethical orientations and corruption in Mbale District Local Government in Uganda. You have been identified as a key informant. Please spare a few minutes of your busy schedule to fill this questionnaire. The responses will be aggregated and used purely for academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

**SECTION A** (*Please tick/fill-in as appropriate*)

### RESPONDENT INFORMATION

1. Gender

Male	Female
1	2

2. What is your marital status?

Single	Married	Widow	Widower	Divorced/Separated
1	2	3	4	5

3. What is your age group?

20-32 years	33-48 years	49-67years	68 and Above
1	2	3	4

4. What is your highest qualification?

Certificate	Diploma	Degree	Masters	PhD	Others
1	2	3	4	5	6

5. What is your professional qualification?

ACCA/CPA	PMP	CILTM	CIPS	OTHERS
1	2	3	4	5

6. How are you related to Mbale District Local Government?

Employee	Implementer	Beneficiary	Others
1	2	3	4

7. Current position in Mbale Local Government

Senior Officer	Middle Officers	Officers	Support Staff	Others
1	2	3	4	5

8. Which area are you attached to in the Local Government?

School	Health facility	District Local government	Contract employee
1	2	3	4

9. Source of funding for Mbale LG' activities

Government	Donor	Others
1	2	3

10. How long have you worked/benefited from Mbale District Local Government?

Less than 1 year	1-2 years	3-5 years	6-10 years	Over 10 years
1	2	3	4	5

## SECTION C: ETHICAL ORIENTATIONS

Please read through and Agree or Disagree on the following practices and behaviors described below. Please tick the most suitable answers out of the alternatives provided for each question.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
5	4	3	2	1

<b>Deontology</b>						
<b>Ethics of duty</b>						
1	I will not stand by and do nothing if a person is doing something wrong	5	4	3	2	1
2	Every staff in Mbale DLG deligently carries out his or her duties	5	4	3	2	1
3	I execute my tasks and duties in line with the already existing operations manuals	5	4	3	2	1
4	I will not hesitate to tell my friend off if he/she does something wrong, even if I were to lose the friendship	5	4	3	2	1
5	I am being a good friend if I do everything that my fellow colleagues want me to do	5	4	3	2	1
6	Every staff in Mbale DLG holds his/her office with public honesty					
7	Everything which I do, I do it for the public benefit which increases public honesty	5	4	3	2	1
8	Policies and procedures are followed in the execution of Mbale's tasks and duties	5	4	3	2	1
9	Personal liability for Mbale's resources' neglect and misconduct should be actionable by the aggrieved citizen against the particular officer.	5	4	3	2	1
10	What I ought to do should be guided by existing laws	5	4	3	2	1
11	The officers should give full and accountable reasons within the limits of the law and regulations.	5	4	3	2	1
<b>Ethics of rights and justice</b>						
1	All workers' rights of Mbale DLG are respected	5	4	3	2	1

2	I find it often difficult to do what I know favours others	5	4	3	2	1
3	Respect for rights and entitlement is key to every one	5	4	3	2	1
4	I think that doing what is right is more important than doing what pleases others.	5	4	3	2	1
5	Employees of Mbale DLG are fairly compensated for the injuries they incur as they execute their tasks and duties	5	4	3	2	1
6	There is a clear policy on compensation in Mbale DLG that is always followed	5	4	3	2	1

<b>TELEOLOGY</b>		<b>Agree</b>	<b>Agree</b>	<b>Not sure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
	<b>Egoism</b>	5	4	3	2	1
1	Natural morality is not for the good of others; self-interest must guide us (egoism)	5	4	3	2	1
2	What is in my self-interest is good for society	5	4	3	2	1
3	Suffering and social dislocation are the price of progress	5	4	3	2	1
4	Because of severe market competition, it is necessary to compromise one's ethics	5	4	3	2	1
5	Social progress is the unintended side effect of the pursuit of economic self-interest, not the result of social-activist corporations	5	4	3	2	1
	<b>Utilitarianism</b>					
1	What I ought to do should be guided by expected consequences	5	4	3	2	1
2	Social progress is not a result of the pursuit of economic self interest	5	4	3	2	1
3	I find it often difficult to do what I know is right.	5	4	3	2	1
4	If every employee is doing an act, then that act must be morally right	5	4	3	2	1
5	I am being a good friend if I do everything that my colleagues want me to do.	5	4	3	2	1
6	The denial of any person's basic rights to autonomy, privacy and dignity is unethical.	5	4	3	2	1
7	The senior accountant of Mbale DLG should give full accountability within the limits of the law and regulations.	5	4	3	2	1
8	The current practice of criminalizing bribery for both the giver and the receiver needs review to accommodate a situation whereby a giver may seek redress for the money or gifts extorted from them.	5	4	3	2	1
9	I am aware that moral dilemmas can occur in execution of the district's work.	5	4	3	2	1

## SECTION C: CORRUPTION

Please tick the most suitable answers out of the alternatives provided for each question

<b>Strongly agree</b>	<b>Agree</b>	<b>Not Sure</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

		Agree	Agree	Not sure	Disagree	Strongly Disagree
1	Bribes inhibit the free flow of services to the population	5	4	3	2	1
2	Bribes affect economic growth	5	4	3	2	1
3	Extortion practices are a result of weak laws	5	4	3	2	1
4	Extortion creates distortion in resource allocation	5	4	3	2	1
5	Extortion increases the costs of public goods and services	5	4	3	2	1
6	Extortion encourages corruption	5	4	3	2	1
7	Corruption affects the poor more than the rich					
8	Corruption limits access to public services	5	4	3	2	1
8	Corruption discourages people from seeking public services	5	4	3	2	1
9	Corruption leads some citizens being excluded from certain public services	5	4	3	2	1
10	Bribery is the way to get things done easily in the public sector	5	4	3	2	1
11	Nepotism introduces inefficiencies in the Local Government	5	4	3	2	1
12	Nepotism increases public expenditure	5	4	3	2	1
13	Public officers usually endorse projects that are likely to attract bribes.	5	4	3	2	1
14	Nepotism usually leads to loss of confidence in LG's officers	5	4	3	2	1
15	Nepotism affects innovation amongst private entrepreneurs	5	4	3	2	1

# UTAMU ACADEMIC RESEARCH INTERVIEW GUIDE

CONFIDENTIAL

**Dear Respondent,**

This study is about establishing the relationship between ethical orientations and corruption in Mbale District Local Government in Uganda. You have been identified as a key informant. Please spare a few minutes of your busy schedule to answer questions below. The responses will be aggregated and used purely for academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

**SECTION A** (*Please tick/fill-in as appropriate*)

## INTERVIEW GUIDE

### SECTION A: PERSONAL BACK GROUND

1. Gender

Male	Female
1	2

2. What is your marital status?

Single	Married	Widow	Widower	Divorced/Separated
1	2	3	4	5

3. What is your age group?

20-32 years	33-48 years	49-67years	68 and Above
1	2	3	4

4. What is your highest academic qualification?

Certificate	Diploma	Degree	Masters	PhD
-------------	---------	--------	---------	-----

1	2	3	4	5
---	---	---	---	---

5. How are you related to Mbale District Local Government?

Employee	Implementer	Beneficiary	Not related
1	2	3	4

6. Current position in District Mbale Local Government

Senior Officer	Middle Officers	Officers	Support Staff	Others
1	2	3	4	5

7. Source of funding for District Mbale Local Government's activities

Government	Donor	Others
1	2	3

8. How long have you worked/benefited from District Mbale Local Government?

Less than 1 year	1-2 years	3-5 years	6-10 years	Over years 10
1	2	3	4	5

**Section B: Ethical Orientations**

**Ethics of Duty**

1. What are the attitudes of Mbale DLG officers towards responsibly executing tasks and duties?

.....  
.....

2. What do you consider the three most important actions needed to promote better ethics of duty in Mbale DLG?

.....  
.....

**Ethics of Rights and Justice**

1. Are there laws regarding ethics necessary to fight corruption in Mbale DLG?

Yes	No
1	2

If yes what are they?

.....  
.....

2. How have these laws been used to reduce corruption in Mbale DLG?

.....  
.....  
3. What is your general view on the relevance of rights, justice and corruption in Mbale  
DLG?

.....  
.....  
4. What should be done in your opinion to reduce corruption in Mbale DLG?

**Egoism**

1. What drives me in the execution of my tasks and duties is my self-interest/public interest?

.....  
2. Give reasons for you answer above

.....  
3. What are the causes of selfish behaviours amongst the officers of Mbale DLG?

.....  
4. What should be done to overcome egoistic tendencies amongst officers of Mbale DLG?

**Utilitarianism**

1. What drives me in the execution of my tasks and duties is morality?

.....  
2. Explain your answer above

3. What I do is always wrong?

.....

4. Give reasons for your answer above

.....

**Section B: Corruption**

1. What accounts for corruption in Mbale DLG?

.....  
.....

2. In your view, does the head of the department fight corruption in Mbale DLG?

.....  
.....

3. What is the extent of corruption in Mbale DLG?

.....  
.....

4. What has the government done to curb this bad practice of corruption in Mbale DLG?

.....  
.....

5. What actions are necessary to get support of management to ensure zero tolerance to corruption in Mbale DLG?

- .....
- .....
6. What do you consider to be the highest achievement in your department in areas concerning reducing corruption
- .....

**Thank you for your co-operation!**

**Appendix (ii)**

**INTERVIEW SCHEDULE FOR RESEARCH**

No	Activity details	Period,2014			
		1 <sup>nd</sup> week of November	2nd week of November	3rd week of November	4 <sup>th</sup> week of November
1.	Data collection and interviewing of senior officers				
2.	Data collection and interviewing middle officers				
3.	Data collection and interviewing officers				
4.	Final Data collections from all support staff and all employees				

**Appendix (iii)**

**SCHEDULE FOR RESEARCH ACTIVITIES**

No	Activity details	Months			
		October 2015	November 2015	December 2015	December, 2015
1.	Research proposal submission				
2.	Instrument preparation and data collections				
3.	Data analysis and				

	research report writing						
4.	Final research report presentation.						

**Appendix (iv)**

**RESEARCH PROPOSAL BUDGET**

<b>ACTIVITY</b>	<b>DESCRIPTION</b>	<b>ESTIMATES</b>
Supplies and consumables	Stationary for the research, research software package	1,500,000
Technical services	Data collection with the help of Research Assistant, Data Analysis	2,500,000
Transport and Communication	Phone calls, facilitation of point to point movements	1,500,000
Secretarial services	Data inputting/ typing, Binding, Printing	1,700,000
Total		7,200,000

