

**ETHICAL LEADERSHIP AND EMPLOYEE JOB SATISFACTION IN  
ARCHITECTURAL FIRMS, IN NAIROBI COUNTY, KENYA.**

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## DECLARATION

This research project is my original work and has not been presented for a degree in any other university. Note that this project contains no material that is previously published or written by another person unless in situations where due reference is made to strengthen and validate the thesis.

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### Declaration by the Supervisor:

I confirm that the work in this research project was done by the candidate under my supervision.

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## ABSTRACT

Multiple studies affirm that the future of business and leading change in various workplace practices is in ethical leadership. Moreover, ethical leadership is essential in fostering winning teams, lowering turnover, improving productivity, and boosting employee loyalty. It also fosters values that are key in improving job satisfaction, such as honesty, integrity, transparency, fairness, and trust. The aim of this research was to investigate the impacts of ethical leadership on workers' job satisfaction in architectural firms in the Nairobi region of Kenya. The main objective was understand how ethical leadership dimensions such as rewards and sanctions, balanced processing, moral perspective and moral sensitivity in architectural firms in Nairobi influence job satisfaction. The study was based on three key theories which include the leader-member (LMX) theory, the theory of contingencies and the theory of transformation which highlight the importance of ethical leadership in job satisfaction. The research employed a quantitative research methods to acquire relevant insights into the subject matter. The research also utilized primary data to acquire relevant details on the level of impact achieved by ethical leadership. The study sampled 385 employees in different architectural firms around the Nairobi region who completed questionnaires that were distributed among them. SPSS software version 20 was used to analyze the acquired data, and tables displayed the results. Standard deviations, means, and frequencies were the descriptive statistics used to examine the data, and the correlation between the variables. From the data analysis a moderate positive correlation was established between rewards and sanctions and job satisfaction ( $r = 0.725$ ,  $P < 0.05$ ), between balanced processing and job satisfaction ( $r = 0.358$ ,  $P < 0.05$ ), between moral perspective and job satisfaction ( $r = 0.480$ ,  $P < 0.05$ ) and between moral sensitivity and job satisfaction ( $r = 0.655$ ,  $P < 0.05$ ). Additionally regression analysis established a significant positive relationship between rewards and sanctions and job satisfaction ( $\beta = 0.412$ ), between balanced processing and job satisfaction ( $\beta = 0.405$ ), between moral perspective and job satisfaction ( $\beta = 0.567$ ) and between moral sensitivity and job satisfaction ( $\beta = 0.601$ ) upon establishing a strong relationship between these variables, the study recommends that firms in this sector should emphasize on ethical leadership as it affects job satisfaction and achievement of overall organizational goals

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## **LIST OF ABBREVIATIONS**

**ELS** Ethical Leadership Scale

**HRM** Human Resource Management

**LMX** Leader-Member Exchange

**SPSS** Statistical Package for Social Sciences

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## **DEDICATION**

This research project is dedicated to my beloved mother and siblings, whose unwavering support and encouragement have been my pillars of strength throughout this journey. Most importantly, I dedicate this work to the memory of my late father, who believed in me wholeheartedly. His faith in the power of education, the virtue of hard work, and the grace of God have been my guiding light. His belief in my potential has driven me to achieve this milestone. This is for you, Dad.

## OPERATIONAL DEFINITION OF TERMS

**Ethical leadership:** The demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making.

**Rewards and Sanctions:** This ethical leadership dimension dictates that leaders should appreciate good performance as well as punishing poor performance

**Balanced processing:** Balanced processing involves analyzing facts and data objectively through both self inferential data and external data.

**Moral Perspective:** This dimension dictates that unethical or immoral leadership should not be tolerated in a company.

**Moral Sensitivity:** This concept explains the likelihood of a leader or employee to identify moral repercussions in different scenarios.

**Job Satisfaction:** describes employees' emotional state or feeling regarding their jobs. It explains the level of happiness and wellbeing a person regarding their work environment and performance.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the study

According to Brown et al., (2005) Ethical leadership is “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making”. Abouraiia and Othman (2017) argue that leadership is the potential of an individual to inspire and lead subordinates within a certain firm. It comprises formulating and conveying a transparent vision, creating manageable aims, making prudent decisions, and equipping the employees with the necessary tools and resources to achieve the goals that have been set.

The current business setting of the modern world needs leaders of firms to conduct themselves ethically daily. Ethical leaders are fundamental to the operation of any organization because they can have a substantial impact on junior staff members since they are likely to have a major impact on the trust levels that exist in the working environment (Bellingham, 2008). Rather than just being accountable and self-disciplined, ethical leaders should be able to define ethical practices, set clear ethical standards, and be able to uphold them and make judgments based on moral values. The introduction of a correct vision, goals, caring, and honesty among the staff members is a sign that an organization has ethical leadership. On the other hand, employee job satisfaction is a multifaceted construct reflecting an individual’s contentment and fulfillment within the workplace, encompassing various dimensions such as work conditions, interpersonal relationships, and perceived organizational support (Judge & Bono 2001; Spector 1997).

Nairobi, as the capital and the economic hub of Kenya, represents a microcosm of the broader African business landscape. The architectural sector in Nairobi is witnessing growth and transformation, making it an opportune setting to research the impact of ethical leadership on employee job satisfaction. By examining the perceptions and experiences of employees within architectural firms, this research seeks to contribute valuable insights that can inform leadership practices and enhance the overall work environment in the region.

The exploration of ethical leadership and its connection to employee job satisfaction is not only relevant, but also timely in the context of Nairobi's architectural industry. This investigation focuses on bridging the existing understanding gap by providing empirical evidence and actionable recommendations for both leaders and policymakers within the architectural sector, ultimately contributing to the advancement of ethical leadership practices and the enhancement of employee job satisfaction in Nairobi, Kenya.

### **1.1.1 Ethical Leadership**

Most people have experienced ethical leadership or the lack of ethical leadership in their professions. Ethical leaders tend to exhibit the appropriate conduct according to the recognized values and principles, both outside and inside the workplace. Through actions and words, ethical leadership sets a good example for the entire company, and it may even influence employees' convictions (Abouraiia and Othman, 2017). In the architectural industry, ethics have become a point of discussion and an increasingly important element in the day-to-day management of firms.

Ethical leadership is crucial for various reasons, including staff, customers, and the entire company. Additionally, ethical leadership could help create a positive culture in a firm as well as making investors feel that a firm or organization is trustworthy. There is sufficient evidence suggesting that customers are more likely to be loyal to a firm and their products due to ethical leadership (Auvinen et al., 2020). Vendors and partners can similarly feel that they can collaborate with a company that displays ethical leadership. Moreover, good press and positive word of mouth is likely to be associated with ethical leaders. The overall perception regarding ethical leadership is that it ensures staff are taken care of and promote healthy business values and culture.

Ethical leadership consists of two main components. A moral manager is one component, and a moral individual is the other. Fairness, honesty, caring, trust, and strong ethical beliefs are the foundations of a moral person (Brown & Treviño, 2006). These executives are accessible to staff members, and they actively hear out concerns and issues that have been brought to the attention of the company (Brown & Mitchell, 2010). Personal morality is highly valued by the moral person component as well. Moral managers exert their impact by deliberately modeling ethical behavior and by holding employees accountable by linking their ethical actions to the organizational performance management system, which in turn determines their rewards and punishments

(Brown & Treviño, 2006). Accordingly, moral managers and moral people alike are the foundation of ethical leadership (Treviño, Hartman, & Brown, 2003). Ethical leadership has garnered significant attention since its inception. Aside from these parallels, it stood apart from transformative (Bass, 1999), authentic (Luthans & Avolio, 2003), and spiritual (Fry, 2003) leadership.

Moreover, the Ethical Leadership Scale (ELS) defines four primary dimensions of ethical leadership. Brown et al. (2005) created the ELS to gauge how the organization views ethical leadership. Social learning theory (Bandura & McClelland, 1977) forms the foundation of ethical leadership and highlights the need of modeling and reinforcing behavior through rewards and punishments. It is critical to understand the conceptual domain of ethical leadership and to measure it effectively, according to Yukl, Mahsud, Hassan, et Prussia (2013). Fairness, honesty, dependability, communicating moral principles, making moral decisions and allocating rewards, being compassionate and nice to others are the main traits of ethical leadership. The need for developing a more representative scale of ethical leadership style is acknowledged by this study. As a result, Brown et al.'s Ethical Leadership Scale serves as its foundation (2005). This study will describe how ethical leadership in Nairobi-based architecture firms might use the ELS tool to increase employee happiness.

### **1.1.2 Job Satisfaction**

Job satisfaction describes how an employee is content or self-motivated in their current job. When company employees feel that they are in the right place in their careers, they are highly likely to have a longer tenure and perform optimally in their current roles. Some employees find satisfaction in earning a particular amount of money each month while a huge number go a step further and look at workplace values and culture (Judge & Bono 2001; Spector 1997).

In 2019, Nairobi County had the highest number of collapsed buildings at 33, followed by Kiambu county at 14 (Amunga 2022). Key industry players blame the collapsing building and sub-standard construction on poor leadership and corruption. Many owners of the collapsed buildings have been arrested and charged in court. However, the root cause of the problem lies in unethical leadership.



The quality of work, attitude, and environment that a company fosters to its employees has a significant impact on job satisfaction and could be an ideal determinant of productivity in a company. Job satisfaction is crucial in architectural firms because it can influence creativity, stimulate positive attitude, and increased motivation in employee roles (Abouraiia and Othman, 2017). In the short term, ethical leadership could help employee feel excited about their roles and enhance employee morale. Furthermore, it can increase collaboration and positivity in an architectural firm as well as making people feel happier at work.

In the long term, ethical leadership could play a key role in preventing problems associated with ethical issues, scandals, and dilemmas. By improving customer, investor, and employee confidence in the company, ethical leadership could help architectural firm improve their revenues (Amunga 2022). Loyal customers and employees are one of the key determinants of the long term success for any company. When leaders in an architecture firm foster ethical leadership, there could be a higher rate of job satisfaction and lower rates of collapsed buildings, and other unethical practices facing the industry.

Kenyan architects are governed by laws in the Architects and Quantity Surveyors Act. These rules were designed to ensure architectural competitions are carried out appropriately and that all designs are made on merit and justify industry standards. Moreover, the regulations in the Act are also approved by the International Union of Architects to ensure global standards when making designs.

## **1.2 Statement of the Problem**

Nairobi's architectural firms and the construction industry have experienced a negative reputation of the past decade due to ethical problems associated with corruption, collapsing buildings, and an assumed lack of honesty and transparency (Amunga 2022). Nairobi's architectural firms have become vulnerable to corruption due to the high capital cost, size, and complexity of some of the projects (Musyimi, 2010). Ultimately, it has opened an opportunity for architectural firms to inflate design costs.

Ethical leadership has been associated with a firm's organizational leadership and the culture instilled in its employees. That means that if a firm fails to instill ethics into its management, it may affect the entire organization (Piccolo et al., 2010). Personal values and ethics influence a

person's decision-making process and their idea of what is wrong or right. On top of that, individual values may be influenced by workplace values and policies. When a firm is non-observant of the industry's code of conduct and ethical values, it could overshadow a person's values. The ultimate outcome of industry malpractices is employees in architectural firms being conditioned to condone unethical techniques of conducting business.

Corruption in some architectural firms has been reported to be thriving due to loopholes existing in the entire lifecycle of a project. Some of the most common complaints include poor project planning and implementation, breach of procedures, outright theft, soliciting for bribes in tendering process, breach of procedures, fraud, inefficiencies, and other corruption-related complaints (Piccolo et al., 2010). Moreover, there have been complaints of nepotism/favoritism in some architectural firms (Musyimi, 2010). The current boom in infrastructural projects in Nairobi needs massive human and financial resources. Hence, architectural firms cannot afford to ignore unethical practices that affect proper management of such resources. Any losses due to unethical practices have significant impact to both the public and the government.

Several studies conducted globally, regionally and locally have explored the relationship between ethical leadership and job satisfaction with contradictory results. A study by Miao et al. (2019) examined ethical leadership and work satisfaction in public sector organizations. The findings of the research indicate a favorable relationship between ethical leadership and the views of both employees. In contrast, Liu et al (2021) established a negative relationship between ethical leadership and job satisfaction. Locally, several studies on ethical leadership and job satisfaction have been done in different sectors such as the public sector (Barasa & Kariuki, 2020), Tea industry (Korir & Ndegwa) and the energy sector (Gitu & Awuor, 2020). With the lack of empirical evidence of ethical leadership in the context of architectural firms in Kenya, this study aimed to fill this contextual gap by examining the influence of ethical leadership on job satisfaction among architectural firms in Nairobi, Kenya. More specifically, the study examined the four dimensions of ethical leadership as per the ethical leadership scale which included rewards and sanctions, balanced processing, moral perspective and moral sensitivity.

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

The following particular research objectives specifically directed this study.

1. To determine how rewards and sanctions influence job satisfaction among architectural firms in Nairobi, Kenya.
2. To investigate how balanced processing influences job satisfaction among architectural firms in Nairobi, Kenya.
3. To determine how moral perspective influences job satisfaction among architectural firms in Nairobi, Kenya.
4. To assess how moral sensitivity influences job satisfaction among architectural firms in Nairobi, Kenya

### **1.4 Research Questions**

1. How do rewards and sanctions influence job satisfaction among architectural firms in Nairobi, Kenya?
2. How does balanced processing influences job satisfaction among architectural firms in Nairobi, Kenya?
3. How does moral perspective influences job satisfaction among architectural firms in Nairobi, Kenya?
4. How does moral sensitivity influence job satisfaction among architectural firms in Nairobi, Kenya?

### **1.5 Scope of the Study**

On the aspect of geographical breadth, the focus the study was on Nairobi due to its unique geographical characteristics and significance. Nairobi, as the capital and the economic hub of Kenya, boasts a remarkable depth and breadth of architectural firms, showcasing a diverse range of expertise and innovative designs. Moreover, out of 484 registered architectural firms in Kenya, 198 or more about 40% are based in Nairobi. In contrast, other parts of the country may exhibit a more limited landscape of architectural practices, with a focus on local needs and contextual challenges.

Within the methodological scope of quantitative research, the emphasis was on using organized and methodical techniques for gathering, analyzing, and interpreting numerical data. Quantitative research uses statistical techniques to derive conclusions and attempts to quantify correlations, trends, and occurrences (Holton and Burnett, 2005). Through quantitative methods and statistical

techniques, we the correlations between various factors was explored. This allowed the identification of influential variables and the prediction of potential outcomes related to job satisfaction within a given context.

The geographical scope of the study was Nairobi, Kenya in which a total of 241 registered architectural firms are located. Further the study focused on registered firms who were in operation from January 2024 to March 2024 hence the study finding are limited to firms in operation within this period. To measure ethical leadership, the Revised Ethical Leadership Scale (ELS) was adopted to evaluate leadership performance in each dimension, considering factors such as the consistency of balanced processing, adherence to moral principles, effectiveness of rewards and punishments, and level of moral sensitivity demonstrated in decision-making. The scale used qualitative and quantitative indicators to gauge degrees of ethical leadership, recognizing that different dimensions may have varying influences on overall ethical presentation.

## **1.6 The Significance of the Study**

### **1.6.1 Management Executives**

The outcomes of this research will profit front-line executives by providing them with a deeper comprehension of the significance of constructive management and its influence on workers' job contentment. The findings of this investigation will be significant because they will add to the understanding of ethical leadership through various dimensions. Additionally, ethical leadership has a great impact on job satisfaction because of the values instilled in a company. There is a need to find the a fit between ethical leadership to define the best values that could affect job satisfaction and organizational effectiveness in architectural firms.

First, Understanding employees' expectations for job satisfaction is crucial in assessing whether conventional ethical leadership meets their standards. Second, by understanding the root reasons for job satisfaction, managers may better enhance their workers' quality of work life. Third, the attitudes of the employees are more significant to current research because they focus on their experiences rather than the perspectives of leaders.

### **1.6.2 Architectural firms**

In addition to providing a body of information for future study, this research will help architectural businesses in Kenya by providing insights into recognizing and establishing ethical leadership practices that optimize employees' job satisfaction. Furthermore, by encouraging ethical leadership, the firms will ensure employee satisfaction by preparing future management development schemes.

### **1.6.3 Policy Makers**

The study's conclusions will be very helpful to regulatory agencies and legislators who are influencing Kenya's architectural industry. The creation of laws and policies that uphold ethics in the architecture industry will be guided by an understanding of how ethics improves job satisfaction. The study's conclusions can be used by policymakers to establish a supportive atmosphere that promotes ethics.

### **1.6.4 Academic Scholars**

The findings of the study will be useful to academic scholars as the findings are a contribution to existing literature on ethical leadership and job satisfaction. Additionally, the study highlights existing gaps in literature which future academic scholars can exploit in determining the effect of ethical leadership on job satisfaction in different contexts and industries and to conduct comparable studies in different sectors.

## **1.7 Summary**

Chapter 1 begins with a background study of the concept of ethical leadership and how it relates to architectural firms as well as introducing the topic. It also defines the problem statement and designs research objectives according to the problems identified. Also, it highlights the research questions and how the study will contribute to the body of knowledge. It also describes the scope of the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This segment initiates the foundation for subsequent research by examining relevant literature concerning ethical leadership, job satisfaction, and the interplay between these concepts. It also presented various definitions of leadership, job satisfaction, and ethical leadership; it discussed factors that affect both job satisfaction and ethical leadership; and offered the empirical and theoretical framework that illustrates the connection between the study's dependent (employee job satisfaction) and independent variables (ethical leadership).

Notably, there are many architects in Nairobi who have shown to be committed, honest, and exhibit ethical values at the workplace. However, there are other architects who could be dishonest. Some architectural firms may end up inflating the design costs beyond the standard market costs. Additionally, there could be conflict of interest when awarding design and planning contracts. There are some allegations of the Government of Kenya losing financial resources each year to “phony” architectural firms (Musyimi, 2010). On top of that, there are bribery allegations that some architectural firms are required to offer bribes to get some contracts. Such practices indicate unethical leadership.

Majority of research affirm that employees’ job satisfaction has a great influence on job performance. Additionally, ethical leadership has a great impact on job satisfaction because of the values instilled in a company. There is a need to find the a fit between ethical leadership to define the best values that could affect job satisfaction and organizational effectiveness in architectural firms.

### **2.2 Theoretical Review**

The study utilized the leader-member exchange theory, theory of contingencies, and the theory of transformation to evaluate each objective.

#### **2.2.1 Leader-Member Exchange (LMX) Theory**

This theory is important in evaluating the general objective: To determine how leadership influences job satisfaction in architectural firms in Nairobi, Kenya .The theory of Leader-Member Exchange (LMX) is a leadership concept that highlights the special interactions that take place

between leaders and individual members of a group or organization, such as an architectural firm (Day, 2014). It centers on the dynamic correlation that exists between leaders and their followers. The LMX theory becomes especially pertinent when discussing ethical leadership. Being a moral and upright person, creating a happy workplace, and considering employees' welfare are all components of ethical leadership (Saha et al., 2019). When leaders exhibit ethical behavior, it influences the quality of interactions in an organization. Employees are more probable to discern equitable treatment, trust their heads, and feel a sense of connection (Day, 2014). This positive exchange contributes to enhanced job satisfaction as employees appreciate the ethical considerations embedded in their interactions with leaders in an architectural firm. Ethical leaders create a foundation of trust and mutual respect, resulting in elevated levels of job satisfaction among workers in their work environment.

The theory of Leader-Member Exchange (LMX) holds significant value in comprehending the complex relationship between moral leadership and work satisfaction in organizational settings (Hooper & Martin, 2008). This notion highlights the importance of leaders developing distinctive, personalized relationships with their subordinates. Moral direction, honesty, and justice are the hallmarks of ethical leadership, and they are essential in forming these leader-member interactions (Sin et al., 2009).

Leaders who follow ethical standards cultivate positive relationships and trust among their team members. This could be quite effective in architectural firms. Consequently, this fosters the growth of superior leader-member bonds, which have been repeatedly linked to higher levels of job satisfaction among staff members, especially in topic study. By establishing a foundation of fairness, open communication, and mutual respect through LMX, an ethical leader fosters an atmosphere where staff members feel appreciated and supported. As a result, when people feel that their professional interactions are fair, purposeful, and ethical, job satisfaction increases.

### **2.2.2. The Theory of Contingencies**

The theory of contingencies dictates that there is no specific way of managing an organization and that the best way to lead an organization is based on both internal and external factors (Cherry 2022). In addition to that, it mentions that an ethical leader should develop the right approach for every scenario.

In this study, there are various factors that can impact the leadership and job satisfaction in an architecture firm. They include routine and environment at work, management approach, organizational objectives, work speed, relationship between colleagues and stakeholders, organization culture and policies, and employees' level of maturity (Cherry 2022). The theory mentions that an ethical leader should come up with ideas and policies that fit every scenario. The theory is relevant to this study as it emphasizes the role played by ethical leadership on job satisfaction. The best leader should find a way to organizational challenges and come up with the best fit solution.

### **2.2.3. Theory of Transformation**

The transformational theory of management mentions that the type of relationship between staff and leaders can influence the growth and success of an organization (Cherry 2022). Also, ethical leadership should inspire employees to achieve and exceed expectations. In this study, ethical leaders should develop a vision for the architecture firm and then inspire architects to achieve it.

Ethical leaders can inspire and raise employee morale, and by extension boost productivity and job satisfaction. Transformational leaders need to encourage staff by their actions more than words and should inspire them by setting an example. Some of the traits of ethical leadership that can inspire employees in an architecture firm include:

- Taking chances and making difficult decisions.
- Self management
- Being open to new ideas.
- Setting an example
- Promoting employee development
- Prioritizing communication and interaction
- Being proactive

As opposed to transactional leaders, ethical leaders can prioritize essential processes and develop a team who can work together to achieve and exceed corporate objectives (Cherry 2022). Moreover, ethical leaders prioritize the needs of their employees and organization over their own. In this research, we will seek to understand whether leadership in architectural firms in Nairobi



allow their staff to pursue career goals and optimize their potential, which is one of the key measures of job satisfaction.

#### **2.2.4. Dimensions of Ethical Leadership**

Morality, rewards, sanctions or punishment, balanced processing, and moral sensitivity are the components of ethical leadership (Khan & Javed, 2018). Balanced processing, according to Gardner, Avolio, and Luthans (2011), is the objective analysis of facts and data, including self-inferential and external data. According to the idea, to make wise decisions, organizational leaders must not misrepresent or disregard any information but rather objectively evaluate all of the data gathered. As a result, leaders are better equipped to make impartial decisions that are devoid of personal prejudice and that do not stem from an effort to justify their errors, elevate themselves, threaten others, or safeguard themselves. When it comes to employee job satisfaction in architectural firms, leaders need to be conscious of how their actions affect the organizational value system and go beyond personal prejudices to make the best choices possible in the various situations that require their attention.

The moral perspective (morality) is the other aspect of ethical leadership; it holds that any form of immoral or unethical leadership should be condemned (De Hoogh and DenHartog, 2010). By doing this, the leaders set an example and demonstrate moral principles by guiding others in the proper direction. Leaders can communicate to their staff how each individual contributes to the attainment of important organizational objectives (De Hoogh and DenHartog, 2010). The behavior in question, as noted by Luthans and Avolio (2012), calls for careful consideration and related activities, which, in the words of Lunday and Barry (2014), are essential to decision-making informed by moral principles. Therefore, when faced with morally challenging situations in architectural firms, ethical leaders ought to uphold high moral standards to make logical choices.

Rewarding excellence and punishing dishonest behavior are other aspects of ethical leadership. According to Lasthuizen (2008), moral leaders always reward deserving staff members and on the other hand discipline dishonest ones. This is meant to guarantee that the staff members follow moral principles and are aware of the consequences of acting immorally. To inspire people to follow moral principles and adhere to ethical norms and values, good moral deeds ought to be

acknowledged and rewarded. When an employee receives discipline for acting unethically, they may decide not to act in the same way going forward.

According to Sadler (2014), moral sensitivity is the capacity to recognize the moral implications of any given situation in all of its facets. People who are capable of moral reasoning ought to be aware of any moral ramifications as well. Moral sensitivity is anticipating responses, and understanding the reasons behind a chain of events, their implications, and how the parties involved would be impacted. Thus, to make an ethical choice that affects an employee's performance, a person must be aware of norms, moral principles, and guidelines (Nandasinghe, 2020).

To measure ethical leadership, the study adopted the Revised Ethical Leadership Scale (ELS) to evaluate leadership performance in each dimension, considering factors such as the consistency of balanced processing, adherence to moral principles, effectiveness of rewards and punishments, and level of moral sensitivity demonstrated in decision-making. The scale will use qualitative and quantitative indicators to gauge degrees of ethical leadership, recognizing that different dimensions may have varying influences on overall ethical presentation.

## **2.3 Empirical Review**

### **2.3.1 The Relationship between Ethical Leadership and Employee Job Satisfaction**

According to research, there is a notable difference between transformational leaders who are unethical and those who are ethical (Howell & Avolio, 1992). Conversely, Treviño, Brown, and Hartman (2003) went out of their way to speak with people and get their perspectives on some of the traits that moral leaders display. Brown and Treviño (2014) state that despite all the aforementioned attempts less has been undertaken to try and develop an ethical leadership composition that can test the ideas and results of such initiatives.

Research has demonstrated that established corporate ethics and leadership are related; the social scientific approach to leadership has highlighted literature on ethical leadership. By examining corporate managers' moral reasoning and using Kohlberg's (1981) theory of moral growth to leadership, Weber (2010) showed that the majority of managers' perspectives were consistent with those of most individuals in Western communities. Bowen and Power (1993) provided additional

context by stating that ethical control in a corporate setting should focus on expansive ethics and moral reasoning between the head and subordinates. Thus, moral management in a business setting should go beyond serving shareholders only and be a key factor in improving job satisfaction in architectural firms.

A study by Miao et al. (2019) investigated how psychological empowerment functions as a mediation factor in the relationship between moral leadership and work satisfaction in public sector organizations. In this paper, the hypothesis was tested using structural equation modeling and confirmatory factor analysis. The findings of the research indicate a favorable relationship between ethical leadership and the views of both employees. The association between ethical leadership and job happiness is moderated by psychological empowerment, as further disclosed by Miao et al. (2019). Hence, to guarantee that every employee feels comfortable at work, architectural businesses must continuously empower their workforce. In contrast to the above study, the current study will examine ethical leadership in the context of architectural firms in Kenya to determine if similar or different results will be established

Concentrating on the connection between employers and employees, Ejaz et al. (2022) sought to observe the effect of ethical leadership on the worker's contentment. Eljaz et al. (2022) suggest that occupation values have a significant effect on employees and organizational production in general. Although this study was undertaken in the educational sector, the findings can still be significant and applicable in other business sectors. Therefore, this research will use the study's data to provide important practical implications that could be applied in architectural firms in Nairobi, Kenya. Guo (2022) demonstrates in his research that ethical leadership positively and significantly influences employee job satisfaction through the mediating role of media richness, indicating a strong relationship between ethical leadership, employee satisfaction, media richness, and perceived organizational transparency. The aforementioned studies can be helpful for architectural firms to understand ethical leadership and search for new aspects that can be significant for future direction

Freire and Bettencourt (2020) examined the impact of ethical leadership on job satisfaction with work-family conflict being introduced as a mediating factor. The purpose of the study was to explore how work-family conflict mediated the effect of ethical leadership on job satisfaction. The

authors sampled 234 nursing professionals in Portugal for the study from which primary data was obtained. A descriptive analysis of the data revealed a positive relationship between ethical leadership and satisfaction and a negative relationship between work-family conflict and job satisfaction. Further, the authors established that work-family conflict partially mediates the relationship between ethical leadership and job satisfaction. The above study conceptualized ethical leadership by assessing nurses' perceptions of their leaders' character. In contrast, the current study conceptualized ethical leadership based on the revised ethical leadership scale which proposes four dimensions of ethical leadership. Additionally, the current study adopted a different context which is architectural firms. Based on these contextual and conceptual gaps, the study aimed to determine the effect of ethical leadership on job satisfaction.

In another study, Alarbiat and Eyupoglu (2022) examine the influence of employee silence on the transactional leadership and job satisfaction relationship. In the study, the rewards and sanctions were examined as constructs of transactional leadership and their influence on job satisfaction was measured. A cross-sectional quantitative survey was adopted in which 450 respondents were sampled from the ministry of justice in Jordan and primary data collected from these respondents using closed-ended questionnaires. Data was analyzed using a covariance-based structural equation modelling based on its flexibility and compelling data analysis methodology. From the analysis, rewards were found to be positively related to job satisfaction indicating a strong positive regression coefficient with job satisfaction. This study will also examine the relationship between rewards and job satisfaction. In contrast to the above study, the current study will focus on the Kenyan context and will utilize correlation analysis as the preferred data analysis model. The study will explore the methodological and contextual gaps arising from the study.

Similarly, Qing et al (2019) examined the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations. More specifically, the study examined ethical leadership on employee job satisfaction and the mediating role of psychological empowerment on this relationship. The authors singled out employees in China's public sector in which a total of 467 employees were sampled using surveys. Primary data collected was analyzed using confirmatory factor analysis and structural equation modelling to test the hypotheses. From the data analysis, a positive relationship was established between ethical leadership and job satisfaction. The study further showed that psychological empowerment partially mediates the

relationship between ethical leadership and job satisfaction. The current study in contrast adopted a different context different from the public sector which is architectural firms in Nairobi, Kenya. Based on this contextual gap, the study aimed to determine the effect of ethical leadership on job satisfaction among architectural firms in Kenya.

On balanced, processing, numerous studies have examined this construct and its relationship with job satisfaction. Raziq, Kayani and Mahmood (2019) examine the relationship between balanced processing and job satisfaction among university teachers in Pakistan. The study sampled 304 teachers who provided primary data using a job satisfaction survey in which standardized questionnaires were used to obtain data. Data was analyzed using both descriptive and inferential statistics such as mean values, standard deviations and correlation analysis. From the data, it was established that balanced processing of information has a significant correlation with job satisfaction of university teachers. The implications of this study were that it is important for university teachers to analyze their leadership practices to achieve their targeted goals. In a similar vein, the current study will analyze balanced processing as a construct of ethical leadership and determine its correlation with job satisfaction. The current study will explore a contextual gap by focusing on architectural firms in Kenya, a sector that has faced criticisms over its ethical conduct of activities.

On moral perspective, and moral sensitivity Yidong, Lu and Yue (2017) examine the effect of supervisors, ethical leadership on employee satisfaction in China. The study was based on a total of 371 employees at a Chinese enterprise. Data was obtained using questionnaires and analyzed using structural equation modelling to examine the hypothesized relationships. From the study, moral perspective as a construct was established to have a significant positive relationship with employee job satisfaction. The results also established that moral sensitivity through awareness and identity had a positive relationship with The current study on the other hand will explore the effect of moral perspective and moral sensitivity on job satisfaction among architectural firms in Nairobi, Kenya, a different country from China with the objective of establishing whether similar findings will be established.

Numerous studies back up the notion that companies need to encourage sethical leaders in the competitive landscape of the modern world. According to Kiguyi (2016), moral leadership is essential to a leader's legitimacy and ability to have a significant impact on employers' faith in them. According to the study, Kenyan State Corporation management leaders have created codes of ethics and conduct that outline proper employee behavior. As indicated by the respondents' response, which indicated that management tries its hardest to make sure the organizations are successful and serving the interests of the organizations, employees have faith in management. Employees who exhibited organizational citizenship behaviors were shown to be more inclined to train new hires, impart new skills to colleagues, and share job knowledge. This study will be crucial for the research since it recommends that corporations focus on ensuring that all employees participate in ethics training initiatives to learn and evaluate the effect of ethics on organizational productivity.

In another different study, through a personal psychology approach, Kalshoven and Boon (2012) scrutinized the connection between ethical leadership, specifically human resource management, and employee wellness. Using the Conservation of Resources Theory as a contextual moderator and well-being as an intermediary variable, the researchers developed a mediated moderation model that links helping with ethical leadership. The research, which involved 221 employees, found that when human resource management (HRM) was low, ethical leadership influenced helping behavior through well-being. However, when HRM was high, this connection didn't exist. Instead, job satisfaction completely explains how ethical leadership combined with HRM affects employees' willingness to help others.

Chughtai et al (2014) examined how ethical leadership impacts the well-being of employees undergoing training by looking at their level of involvement in work and their feelings of being emotionally drained, with a particular focus on the relationship between supervisors and trainees. Moreover, this investigation focused on analyzing the moderating function of trust in supervisors in the aforementioned relationships. Data was collected from 216 trainee accountants from various firms. Chughtai and colleagues discovered in 2014 that when employees trust their supervisors, it completely explains how ethical leadership affects their dedication to work and their emotional strain. In a separate study in 2017, Engelbrecht and his team explored how a leader's honesty and ethical behavior can impact both the trust employees have in their leader and their commitment to

their work. With data from 204 individuals from various business organizations, the study found empirical support for all the measured relationships. The aforementioned studies will be significant for the research since they illustrate the effectiveness of leader integrity and work satisfaction.

In summary, the discussion has shown that there is a wealth of literature on ethical leadership and its effect on employee work satisfaction, explored from various perspectives. Many articles reiterate similar themes and conclusions across different fields. Most studies confirm a critical link between ethical leadership and employee job satisfaction, as evidenced by research undertaken by Miao et al. (2019), Ejaz et al. (2022), Piccolo et al. (2010), Guo (2022), Kiguyi (2016), Freire and Bettencourt (2020), Alarbiat and Eyupoglu (2022), Qing et al (2019), Raziq, Kayani and Mahmood (2019) and Kalshoven & Boon (2012). These studies were generally undertaken in small to large-scale sectors, public enterprises and in institutions of higher learning yet there have been few researches conducted in architectural firms. The study therefore will fill the research gap by focusing on architectural firms in Nairobi, Kenya.

## **2.4 Research Gaps**

The study by Auvinen et al (2020) evaluates a leaders' motivation to lead and they identified personal resources that would make a person have a sustainable leadership career. The survey consisted of 1003 Finnish leaders from different industries. However, the study focuses on what motivates a person into being a good leader but it has little mention of how the dimensions of ethical leadership influence job satisfaction.

The study by Kiguyi (2018) focuses on investigating the link between corruption and public service delivery. The research also analyzed various corrupt actions, techniques of fighting corruption, and the challenges faced in fighting corruption. The sample consisted of 120 people and used self administered questionnaire for data collection. However, the study only focuses on corruption as a characteristic of unethical leadership but does not explain how it impacts job satisfaction. Additionally, it only mentions corruption, it does not mention how ethical leadership and job satisfaction relate.

Abouraia and Othman (2017) mention that leaders can impact the behavioral aspects as well as the psychological wellbeing of their employees. The study's main objective is to validate the relationship between job satisfaction and ethical leadership in the banking industry. It used a

sample of 300 people. However, the study does not mention whether the data is applicable to other industries and whether ethical leadership could be beneficial to non-banking industries.

**Table 2.1 Identified research gaps**

<b>Scholar</b>	<b>Study Objective</b>	<b>Findings</b>	<b>Research Gaps</b>
Auvinen et al., (2020)	To examine Leader motivation profiles and follower outcomes examining leader motivation as a building block for sustainable leader careers	There is sufficient evidence suggesting that customers are more likely to be loyal to a firm and their products due to ethical leadership.	Most of the data was an assumption that ethical leadership could positively affect all companies, there was no mention of job satisfaction.
Kiguyi (2018)	To investigate the effects of moral leadership on job satisfaction among state corporations in Kenya	Moral leadership is essential to a leader's legitimacy and ability to have a significant impact on employers' faith in them.	The study mentioned that companies could face some challenges implementing ethical challenges but did not specify the specific challenges other than corruption.
Abouraia and Othman (2017)	To validate the relationship between job satisfaction and ethical leadership in the banking industry	Through actions and words, ethical leadership sets a good example for the entire company, and it may even influence employees' convictions	The focus of the study was in the banking industry while the current study will focus on architectural firms in Nairobi.
Miao et al (2019)	Investigated how psychological empowerment functions as a mediation factor in the relationship between moral leadership and work satisfaction in public sector organizations.	Ethical leaders should create a vision of how culture and ethics can provide potential for future growth and must create strategies that lay a foundation in all departments in an organization.	The study focuses on organizations in North America, there is little information on how ethical leadership can influence other firms in different parts of the world.
Ejaz et al. (2022)	Author sought to observe the effect of ethical leadership on the worker's contentment	The study investigates employee performance and psychological contract fulfillment	The study was mainly based on perception of contract fulfilment on job satisfaction. The current study will focus on ethical



		through the length and strength of their social exchange relationship.	leadership dimensions and their effect on job satisfaction
Freire and Bettencourt (2020)	Examined the impact of ethical leadership on job satisfaction with work-family conflict being introduced as a mediating factor	The study investigates the relation between organizational commitment, turnover intention, and job satisfaction.	The research was based on data collected from an academic institution and does not mention whether the research can be replicated in other organizations.
Alarbiat and Eyupoglu (2022)	Examine the influence of employee silence on the transactional leadership and job satisfaction relationship	The study evaluates the link between employee productivity and leadership styles.	The current study will be leveraged on a conceptual gap as it will focus on ethical leadership dimensions and their effect on job satisfaction
Sin, Nahrgang and Morgeson (2009).	To investigate the challenges faced by architectural firms in implementing ethical leadership and how it influences job satisfaction.	The study analyzes the Leader-Member Exchange Theory and how it impacts job satisfaction.	The study used business students and critically explain how the concept can be applied in the corporate sector or other industries.
Chughtai, Byrne and Flood (2014)	To determine whether leadership in architectural firms allow employees to pursue their career goals and optimize their potential.	The study focuses on a trainee and supervisor's relation to analyze the impact of ethical leadership on emotional exhaustion and work engagement.	The study only focuses on a trainee's trust on the supervisor but does not measure other aspects of job satisfaction.
Yidong, Lu and Yue (2017)	examine the effect of supervisors, ethical leadership on employee satisfaction in China	Study focuses on employees in a Chinese enterprise	The study was conducted in China and findings cannot be generalized to the Kenyan context
Raziq, Kayani and Mahmood (2019)	examine the relationship between balanced processing and job satisfaction	Study focuses on employees on the higher education sector	The study was conducted in the higher education sector and findings cannot be generalized

	among university teachers in Pakistan		to the architectural context
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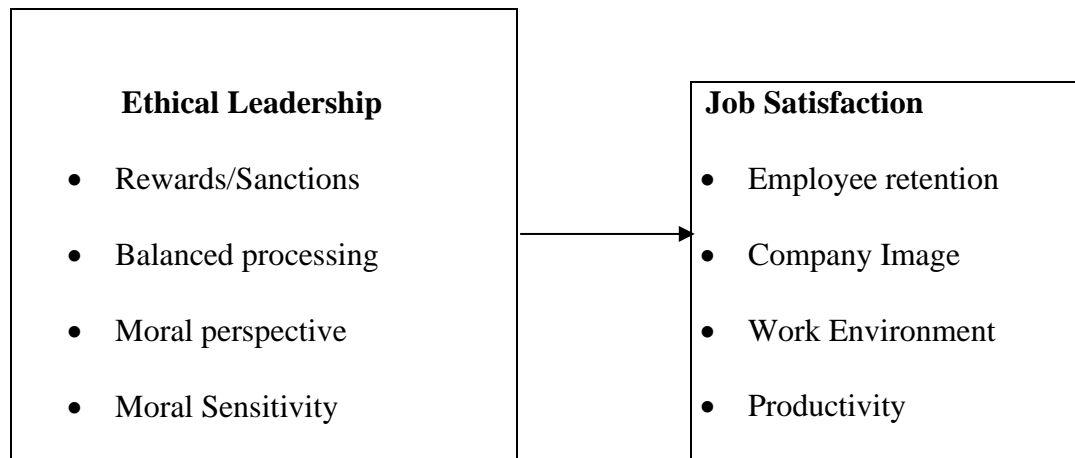
## 2.5 Conceptual Framework

The independent and dependent variables are schematically represented in the conceptual framework. According to the study, ethical leadership (independent variable) will be categorized into rewards/sanctions, balanced processing, morality, and moral responsibility. In the same way, the dependent variable will be job satisfaction that will be measured through employee retention, company image, work environment, and productivity for this research.

### Independent Variable

### Dependent Variable

**Figure 2.1 Conceptual framework**



Source: Tanui (2016)

## 2.6 Operationalization and measurement of variables

**Table 1.2 Operationalization of variables**

Variable	Construct	Adopted definition	Measurement	Source
Independent Variable	Rewards/Sanctions	This ethical leadership dimension dictates that leaders should appreciate good performance as well as punishing poor performance. Also, this concept is designed to allow employees to perceive the repercussions of bad conduct and	The study will utilize a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	Tanui (2016)

		understanding the benefits of high moral standards.		
	Balanced processing	Balanced processing involves analyzing facts and data objectively through both self inferential data and external data. This concept requires leaders in all organizations not to ignore/distort any information but to evaluate all collected information objectively to come up with the best solution and decision.	The study will utilize a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	Tanui (2016)
	Moral perspective	This dimension dictates that unethical or immoral leadership should not be tolerated in a company. All leaders are expected to lead by example while implementing ethics by setting the right direction for all employees. High morality standards allow leaders to make rational decisions when faced with different ethical dilemmas.	The study will utilize a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	Tanui (2016)
	Moral Sensitivity	This concept explains the likelihood of a leader or employee to identify moral repercussions in different scenarios. It explains the ability to predict outcomes, understanding the impact of a series of actions, and how different parties will be affected by a certain decision.	The study will utilize a five-point Likert scale for the assessment, encompassing the following rating options: 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	Tanui (2016)
Dependent Variable	Job Satisfaction	Job satisfaction describes employees' emotional state or feeling regarding their jobs. It explains the	The study will utilize a five-point Likert scale for the assessment,	Abouria and Othman (2017)

		level of happiness and wellbeing a person regarding their work environment and performance. Job satisfaction is highly influenced by company management or leadership. The variables that will measure job satisfaction include employee retention, company image, work environment, and productivity.	encompassing the following rating options: 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	
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**2.7 Summary of Chapter**

This chapter evaluates the theoretical basis of the research by evaluating the three research questions regarding the relationship between ethical leadership and its impact on job satisfaction in Nairobi’s architectural firms. Also, it explores leader-member exchange theory, a strategic management framework exploring the social and psychological dynamics within organizations and their administration. Moreover, it analyzes research gaps in different literature and comes up with research questions that address the literature deficiencies. The chapter also provides a schematic presentation of the conceptual framework that is essential in formulating the research design.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section dives into the research methodology that was used for this study. The chapter offers an extensive evaluation of various key factors such as the research design, its target population, the selected data collection instruments and technology, strategies to analyze the data and the ethical considerations or dilemmas that could be encountered during the research.

### **3.2 Research Philosophy**

Research philosophy describes the belief regarding how data should be collected, analyzed, and utilized. It explains the specific ways of developing knowledge in a specific field or study. Research philosophy has three main functions: Demystifying, informing, and method facilitating (Kovalainen & Eriksson, 2011). Demystifying involved finding out, criticizing, and explaining research gaps, confusions, inconsistencies, and assumptions in a particular study. Informing assists researchers to evaluate and understand where they exist in a wider field of knowledge and variables they can analyze. Method facilitating involves dissecting and facilitating methods used by researchers and how they can refine techniques of data collection.

This study used the positivism philosophy, which dictates that various phenomenon can be observed and analyzed without interfering with the reality being studied and from an objective viewpoint (Kovalainen & Eriksson, 2011). The concept allowed the researcher to identify gaps and understand the relationship between the study variables. In this case, the relationship between ethical leadership and job satisfaction.

### **3.3 Research Design**

The investigation used a quantitative approach. This is due to the researcher's interest in investigating the current connection between job satisfaction and ethical leadership styles. Stated differently, the researcher's aim was to investigate and forecast the link between the two variables (work satisfaction and ethical leadership). In this instance, work satisfaction was the dependent variable, and ethical leadership dimensions were the independent variables.

### 3.4 Population

Population is a term used to describe a whole bunch of people or things that share at least one similarity. Kombo and Tromp (2006) also say population can mean the bigger group that a sample is chosen from. According to the Board of Registration of Architects and Quantity Surveyors (BORAQS) Kenya, there are 223 total registered architectural firms in Kenya and more than 1800 registered architects. The study population in this research was identified by its location, Nairobi, and its population, architects in Nairobi's architectural firms.

### 3.5. Sampling and Sampling Techniques

Although the population of architectural employees in Nairobi is unknown, the necessary sample size was calculated using the following formula:

$$\begin{aligned} \text{Necessary sample size} &= (Z\text{-score})^2 * \text{StdDev} * (1 - \text{StdDev}) / (\text{margin of error})^2 \\ &= ((1.96)^2 * 0.5(0.5)) / (0.05)^2 \\ &= (3.8416 * 0.25) / 0.0025 \\ &= 0.9604 / 0.0025 \\ &= 384.16 \end{aligned}$$

Therefore, our sample size was 385 respondents.

At a confidence level of 95%, a standard deviation of 0.5 (where the figure is unknown), and a margin of error of 0.05, the research computed a sample size of 385 architectural employees. The simple random sampling was used to pick the sample from the population. This method was preferred because it ensured that each individual in the population had an uniform opportunity of being selected independently.

### 3.6 Data Collection Methods

The study collected primary data using the relevant instruments and procedures. Primary data collection through a questionnaire is perceived to be more valuable by the researcher because it answers the research objectives without depending on second-hand data that might have been collected for other reasons. The use of questionnaires provided a targeted approach to the topic hence keeping the study relevant to the scope and objectives of the study. Additionally, the use of primary data collection gave the researcher control ownership of the data collection process.

**Table 2.1 Inclusion and exclusion criteria**

<b>Inclusion Criteria</b>	<b>Exclusion Criteria</b>
Respondent should be working in an architecture firm	Respondent working in a non-architecture firm
Respondent should have worked in the firm for at least 1 year so that they have an idea of most workplace policies.	Respondent working in an architecture firm for less than a year
Respondent should be at least 18 years of age	Respondent being younger than 18 years
Should be able to read	Unable to read
Should give informed consent	Unable to provide informed consent

### **3.6.1 Questionnaire**

In carrying out data collection, the study used a self-administered questionnaire. Respondents who would not otherwise be able to be reached can be contacted through a questionnaire to obtain the insights needed for exploration. Due to the impression of anonymity, this raises response rates and facilitates quicker data collection. Furthermore, the survey employed a scale ranging from one to five, where one indicates a strong disagreement and five indicates strong agreement.

### **3.6.2 Piloting**

A pilot study was conducted using 10% professionals drawn from the sample population, that refers to 39 people. The validity of the data-gathering tool will be determined in large part by the results of pilot research. During the pilot, questions that are determined to be unclear or unnecessary will be changed or eliminated. Permission will be requested to conduct the study once the instruments have undergone the required modifications.

The pilot study tested the research design, data collection techniques, and other processes in preparation for the main study. It was a crucial step and will be done to identify potential deficiencies and problem areas in the research protocol or instruments before implementation in

the larger data collection process. Moreover, it assisted the researcher to become familiar with the entire research protocol and instruments.

### **3.6.3 Data Collection Procedures**

Before gathering actual information, the researcher asked for permission to collect first-hand information from the people being surveyed. This was done by sending a letter introducing the survey to the management of the architectural firms involved. The letter explained why the survey was being conducted, why the respondents needed to participate and assure them that their answers were kept confidential. Once permission was granted, the researcher distributed a questionnaire they created. The drop and pick later method was applied in distribution of questionnaires. After that, the researcher followed up to address any issues and collect the questionnaires. The information gathered from the questionnaires was reviewed to make sure it was complete and clear. Any irrelevant or contradictory data was removed. Additionally, the researcher gathered existing information on the topic from relevant documents and published studies.

### **3.7 Research Quality**

The precision and suitability of the research design in assessing the intended outcome is referred to as validity (Kimberlin & Winterstein, 2008). To make sure the study was valid, dependable methods that correctly show how employees' happiness with their work relates to having ethical leaders were used. The Revised Ethical Leadership Scale (ELS) was adjusted to gauge ethical leadership and use the Job Descriptive Index (JDI) to evaluate different aspects of job satisfaction. These scales have been widely used to measure their respective constructs in diverse contexts to acknowledge the relationship between leadership behavior, job satisfaction, and other important organizational outcomes. Conversely, reliability concerns the research findings' stability and consistency across time and under any circumstances (Kimberlin & Winterstein, 2008). Consistent and standardized methods for gathering data were used, make sure that the analysis had inter-rater reliability, and carried out pilot studies to improve the methods.

Ensuring data quality is crucial for making informed decisions and deriving accurate insights. There are several tools available to measure and improve data quality. For data profiling, we will use OpenRefine to help identify inconsistencies, missing values, and outliers. To provide insights



into the perceived validity and reliability, surveys and interviews will also be conducted using User Feedback.

### **3.7.1. Reliability**

Reliability describes how consistently the data collection methods measure the variables and how similar results can be attained using a similar technique under same circumstances (Kimberlin & Winterstein, 2008). This study conducted a measure on internal reliability, which focused on the consistency of the respondent's responses using the questionnaire. The Cronbach's Alpha tool of reliability was used to evaluate the internal reliability of the selected data collection instruments. The responses were analyzed using SPSS through Cronbach's Alpha tool for measuring internal reliability.

### **3.7.2. Validity**

Validity describes the accuracy of a data collection method to measure what it was designed to analyze (Kimberlin & Winterstein, 2008). High validity means that a research corresponds to real variations, properties or characteristics of the social or physical world. To ensure validity, the researcher selected content and data collection tools that align with the research gaps in the study. Additionally, the researcher ensured that the instrument underwent proper scrutiny and discussion with experienced lecturers and other notable experts in the relevant study before data collection begins. The input received from the experts and experienced lecturers will be key in boosting the study's validity and reliability according to the objectives.

In this study, a questionnaire was used and the questions are framed in a way that did not sway the outcome but maintains validity. This tool allowed the collection and analysis of data that could be replicated. The questionnaire was also calibrated using the likert scale to ensure it gave precise measurements of the variables.

## **3.8 Data Analysis**

A few preparatory tasks were done before the analysis. This assisted in making sure the information was correct, comprehensive, and suitable for additional research. According to Cooper and Schindler (2014), data analysis usually comprises the following tasks: using statistical techniques, summarizing data, identifying trends, and condensing collected data to a manageable

amount. Scaled replies on surveys and experimental devices frequently call for the analyst to investigate correlations between variables and create different functions. Scholars are required to evaluate these results concerning the study issue or ascertain whether the outcomes align with their theories and hypotheses. Finally, the collected data was analyzed using descriptive statistics and inferential analysis to gain insights into the issues being investigated. The Pearson correlation was used to identify the correlation between the variables and the multiple linear regression analysis was used to establish the causal relationship between the variables.

The proposed multiple linear regression model used was as follows;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots\dots\dots$$

Where;

Y = Job satisfaction

$\alpha$  was the constant of the equation

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  denotes the beta coefficients of predictor variables  $X_1, X_2, X_3$  and  $X_3$

$X_1$  – Rewards and sanctions

$X_2$  – Balanced Processing

$X_3$  – Moral perspective

$X_4$  – Moral Sensitivity

$\epsilon$  is error term

The R-square determined the extent to which ethical leadership explains job satisfaction of employees. The 95% confidence interval was adopted. As noted by Greenland et al. (2019), 5% is most preferred in academic statistical tests and interpretation. To check the overall significance of the regression model, ANOVA analysis was used in which a 0.05 critical value was compared with calculated p-values in the model to ascertain their level of significance. Thus, the influence of ethical leadership on job satisfaction among architectural firms was statistically determined at 0.05 significant level.

### **3.9 Ethical Consideration**

Ethical approval will be acquired from the pertinent institutional appraisal board before commencing data collection, ensuring adherence to ethical guidelines and gaining informed consent from all participants. Malhotra (2020) underscores the importance of presenting study results transparently and comprehensively, avoiding any misleading or incomplete representations of the data. There are several ethical issues that the study paid attention to in its research design. The first issue is voluntary participation as the participants were given the opportunity to opt in and out of the research according to their wishes. Second, the study focused on informed consent where all participants were made fully aware of the objectives, risks, and benefits of this study before agreeing or declining to join (Malhotra, 2020). Furthermore, the researcher guaranteed the anonymity of the participants' identity, and that no personally identifiable data would be collected.

Additionally, the study was designed in a way that prevented potential for harm. The researcher ensured that psychological, social, physical or any other type of harm was avoided. Moreover, the results communication were accurately represented to avoid any form of research misconduct. Addressing these ethical issues required strict adherence and continuous reflection in the entire study process.

### **3.10 Summary**

Chapter Three gives a detailed explanation of the research philosophy and the research design. Also, it explains the population that was considered in the study, in this case, architectural firms in Nairobi. It also explains the technique for getting the samples. Additionally, it explains the data collection methods, research quality, validity, and reliability. The data analysis section describes how the data collected using questionnaires was analyzed. The chapter concludes by highlighting the ethical considerations during the research methodology.

## CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

### 4.1 Introduction

The primary objective of the study was to determine the effect of ethical leadership on worker's job satisfaction among architectural firms in Nairobi Kenya. The specific objectives were to determine how rewards and sanctions influence job satisfaction among architectural firms in Nairobi, Kenya, to investigate how balanced processing influences job satisfaction among architectural firms in Nairobi, Kenya, to determine how moral perspective influences job satisfaction among architectural firms in Nairobi, Kenya and to assess how moral sensitivity influences job satisfaction among architectural firms in Nairobi, Kenya

This chapter presents the results from the descriptive and inferential statistics.

### 4.2 Response Rate

The response rate is determined through a comparison of the number of completed responses against the total responses by a researcher in a study. This rate is also called the completion rate or return rate, and is normally given in the form of percentages. Table 4.1 below illustrates the completion rate for the study.

**Table 4.1 Response Rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percent</b>
Completed	301	78%
Incomplete	84	22%
<b>Total</b>	<b>385</b>	<b>100</b>

From Table 4.1, from the total of 385 questionnaires, 301 were filled and returned hence there was a response rate of 78%. The response rate was considered suitable for making inferences from the collected data. As indicated by Kothari (2016), a response rate above seventy percent is considered adequate for data analysis and reporting while a response rate above 70% is considered to be adequate for data analysis purpose. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendation

### 4.3 Background Information

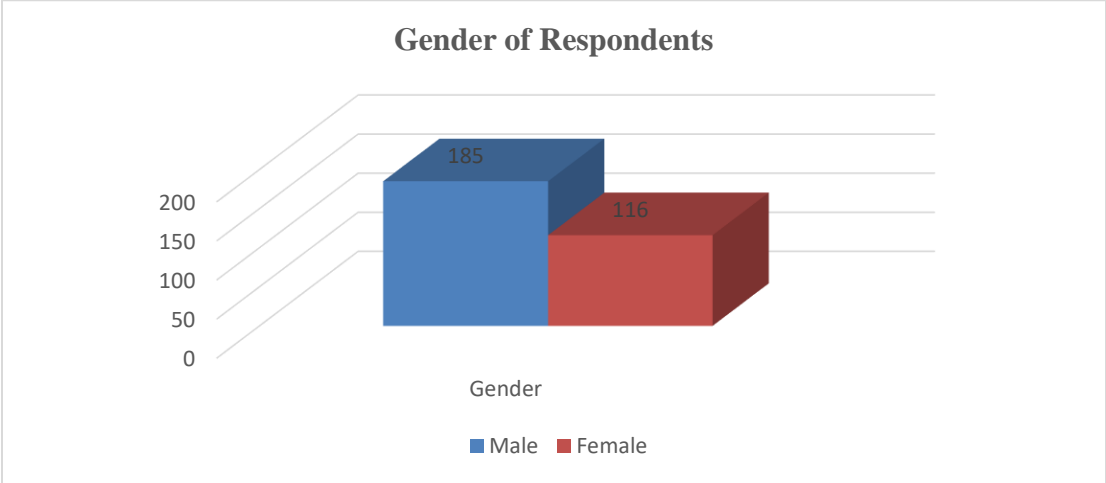
In the first section of the questionnaire, the background information of the respondents was

obtained. This included the gender of the respondents, their age, the number of years their firm has been in existence and the size of their firm. The results are presented below.

### 4.3.1 Gender of Respondents

From the responses, the researcher was interested in establishing the gender representation among the respondents. This is because the gender variable has significant implications for the study. The integration of gender analysis improves the quality of a research as it incorporates diversity of responses. The gender analysis is shown in figure 4.1 below.

**Figure 4.1 Gender of Respondents**

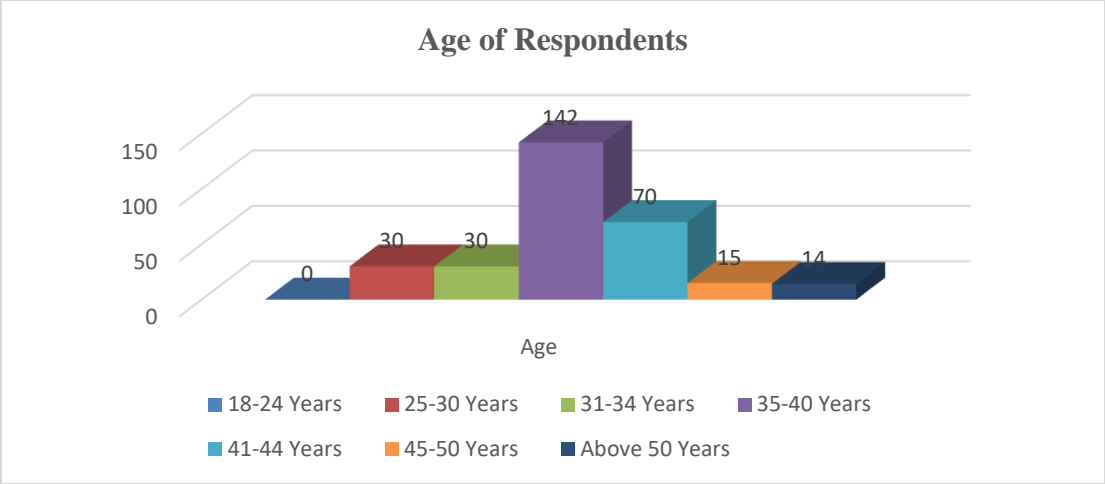


From the responses, there were 185 male individuals representing 61 percent while the female responses were 116 representing 39 percent of the responses. From the results, there were more male than female participants which established that the industry is characterized by more male representation than female representation.

### 4.3.2. Age of Respondents

From the background information, the researcher was interested in establishing the age of the respondents included in the study. The age factor in a research study is significant as a person’s knowledge and experience about a topic or subject may be influenced by his or her age. Figure 4.2 below indicates the age variance among the respondents.

**Figure 4.2: Age of Respondents**

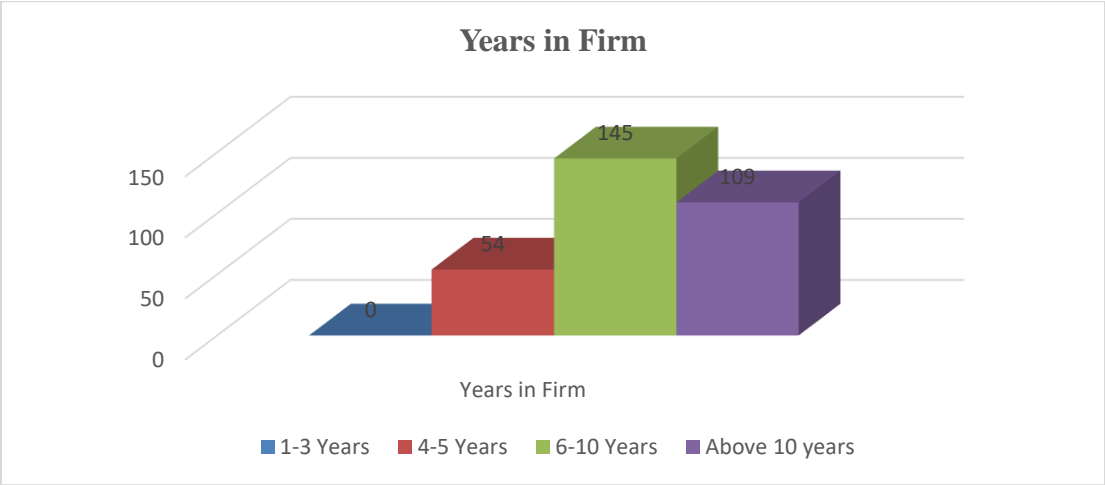


From the results of the analysis, majority of the respondents were between 35-40 years (47%) and 41-44 years (23%), closely followed by those between 31-34 years (10%) and those between 25-30 years (10%). Finally, those between 45-50 years were 6% and those above 50 years were 4%. There were no respondents below 24 years represented. From the analysis, it can be established that majority of those working in architectural firms in Nairobi were between 35 and 40 years.

**4.3.3 Number of Years in Operation**

The researcher was also interested in establishing the company profile for architectural firms in Nairobi. For this, respondents were asked to state the number of years their firm had been in operation. The results are illustrated in figure 4.3 below.

**Figure 4.3: Number of years in Operation**



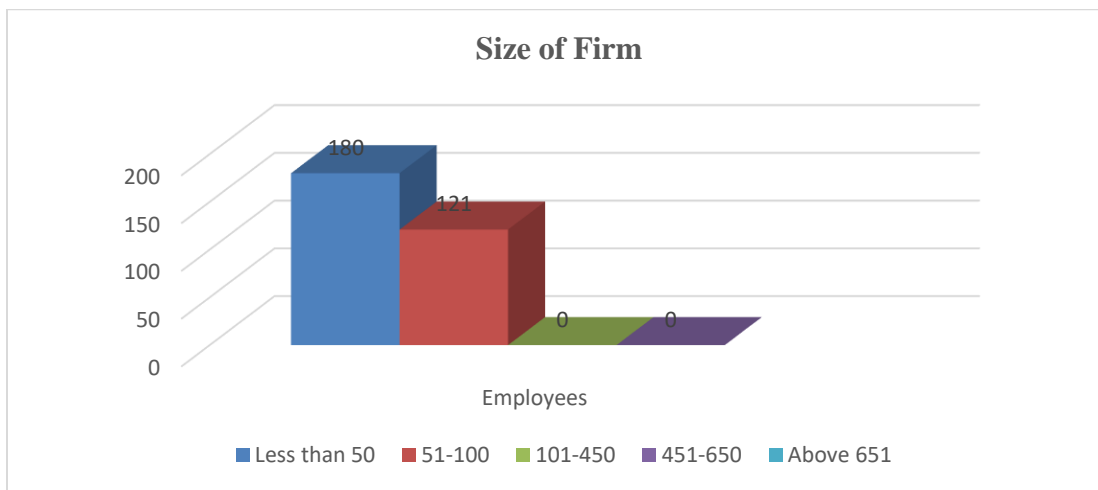
From the results of the analysis, majority of the firms had been operation for between 6 and

10 years (48%). This was closely followed by those that had been in operation for above 10 years which were 34% and lastly, those which had been in operation for between 4 and 5 years were 18%. No firm was established to have been in operation for less than 4 years.

#### 4.3.4 Size of the Firm

On the company profile, the researcher intended to establish the size of each firm. This was indicated by the number of employees each firm had. The results are illustrated in figure 4.4 below.

**Figure 4.4: Size of the Firm**



From the results of the analysis, majority of the firms had less than 50 employees (60%). This was closely followed by those with between 51 and 60 employees. No firm had above 100 employees.

#### 4.4 Diagnostic tests

Prior to computing the descriptive statistics, diagnostic tests were performed on the data. This was to ascertain the reliability and validity of the data. To accomplish this, the Cronbach's alpha test was conducted to determine the reliability. The results of these tests are shown below in table 4.6

##### 4.4.1 Reliability

Reliability measures if the instrument measures that which intends to measure. In this study, reliability was determined using the Cronbach's alpha which measures the instrument's internal consistency. Data obtained using the questionnaire was imputed into SPSS and Chronbach's alpha

for the items generated in the questionnaire. Items with a cronbachs alpha of above 0.7 would confirm the reliability of the instrument.

**Table 4.2 Reliability Test Results**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Critical Value</b>	<b>Conclusion</b>
Rewards and Sanctions	0.789	0.7	Reliable
Balanced Processing	0.759	0.7	Reliable
Moral perspective	0.733	0.7	Reliable
Moral sensitivity	0.801	0.7	Reliable
Job Satisfaction	0.750	0.7	Reliable

All variables were higher than 0.7 Chronbach alpha, as shaown on table 4.2. This was an indication that the questionnaire used in the study was very coherent internally.

#### **4.5 Descriptive Statistics**

The overall objective was to determine the effect of ethical leadership on job satisfaction among architectural firms in Nairobi. To achieve this, four dimensions of ethical leadership were identified. These included, rewards and sanctions, balanced processing, moral perspective and moral sensitivity. The descriptive results for these findings are presented below.

##### **4.5.1 Rewards and Sanctions**

The first objective of the study was to determine the effect of rewards and sanctions on job satisfaction. For this variable,, the standard deviation and mean of the individual attributes of the rewards and sanctions are in Table 4.3. From the table, the variable for rewards and sanctions had an overall mean score of 3.56 with a standard deviation of 0.30

**Table 4.3: Descriptive Statistics for Rewards and Sanctions**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
-------------------	----------	-------------	-----------------



It is important to have monetary rewards for good performance	301	3.48	0.50
Non-monetary rewards for good performance are essential in promoting ethical behavior.	301	3.49	0.50
I have received a reward for good performance	301	3.60	0.49
There are sanctions for poor performance	301	3.66	0.56
Sanctions assist in maintaining discipline and discouraging unethical behavior	301	3.56	0.50
<b>Overall mean Score</b>	<b>301</b>	<b>3.56</b>	<b>0.30</b>

A closer examination of the first dimension of ethical leadership which was rewards and sanctions reveals more insights on the architectural companies. From the sampled means, the respondents noted that there are sanctions for poor performance. This individual variable had the highest mean of 3.66 and a standard deviation of 0.56. The low standard deviation associated with the response indicated a low degree of variability across respondents. This was closely followed by the response on rewards for good performance in which the respondents stated that the employees have received a reward for good performance which registered a mean of 3.60. This response also had a low standard deviation of 0.49 which indicated low variability of the responses. The third most favorable factor was the statement that sanctions assist in maintaining discipline and discouraging unethical behavior. This response had a mean score of 3.56 and standard deviation of 0.50. The statement that non-monetary rewards for good performance are essential in promoting ethical behavior had a mean value of 3.49 and standard deviation of 0.50 while the statement that it is important to have monetary rewards for good performance registered a mean of 3.48 and standard deviation of 0.5 which was the least favorable aspect of rewards and sanctions.

#### **4.5.2 Balanced Processing**

The second aspect of ethical leadership examined was the effect of balanced processing on job satisfaction. For this variable, the standard deviation and mean of the individual attributes of the balanced processing are in Table 4.4. From the table, the variable for balanced processing had an overall mean score of 3.72 with a standard deviation of 0.32

**Table 4.4: Descriptive Statistics for Balanced Processing**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Managers in your firm analyze facts and data objectively through both inferential data and external data	301	3.81	0.39
My manager is willing to listen to different viewpoints and open-minded when making decisions.	301	3.57	0.50
My manager is not afraid to challenge personal assumptions to make the best decision	301	3.47	0.67
My manager mitigates potential conflicts in the firm by listening to different viewpoints and ensuring all parties are heard	301	3.71	0.45
My manager encourages me to provide feedback regarding different issues in the firm	301	4.05	0.37
<b>Overall mean Score</b>	<b>301</b>	<b>3.72</b>	<b>0.32</b>

On the second dimension of ethical leadership which was balanced processing, the descriptive results for this element was established. From the sampled means, the respondents noted that their managers encourage them to provide feedback regarding different issues in the firm. The variable had the highest mean of 4.05 and a standard deviation of 0.37. The low standard deviation indicated a low degree of variability across responses . This was closely followed by the response that managers in their firms analyze facts and data objectively through both inferential data and external data which had a mean of 3.81. This response also had a low standard deviation of 0.39 which indicated low variability of the responses. The third most favorable factor was the statement that My manager mitigates potential conflicts in the firm by listening to different viewpoints and ensuring all parties are heard. This response had a mean score of 3.71 and standard deviation of 0.45. The statement that my manager is willing to listen to different viewpoints and open-minded when making decisions had a mean value of 3.57 and standard deviation of 0.50 while the statement that my manager is not afraid to challenge personal assumptions to make the best decision registered a mean of 3.47 and standard deviation of 0.67 which was the least favorable aspect of balanced processing. All the responses had a low standard deviation indicating low variability in responses.

### 4.5.3 Moral Perspective

The third aspect of ethical leadership examined was the effect of moral perspective on job satisfaction. For this variable, the standard deviation and mean of the individual attributes of moral perspective are in Table 4.5. From the table, the variable for moral perspective had an overall mean score of 3.72 with a standard deviation of 0.32

**Table 4.5: Descriptive Statistics for Moral Perspective**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
My manager has a strong set of beliefs and moral compass	301	3.81	0.39
My manager has a strong conviction regarding what is wrong and what is right and is fully committed to selecting ethical decisions even when it is difficult.	301	3.57	0.50
My manager is guided by beliefs and moral values that are not easily influenced by external pressures	301	3.47	0.67
My manager leads by example and sets ethics that set the right direction for the company	301	3.71	0.45
The management mentors employees and develops programs that train communication, ethical values, emotional intelligence and self-awareness	301	4.05	0.37
<b>Overall mean Score</b>	<b>301</b>	<b>3.72</b>	<b>0.32</b>

The descriptive results for moral perspective was established. From the sampled means, the respondents noted that their management mentors employees and develops programs that train communication, ethical values, emotional intelligence and self-awareness. The variable had the highest mean of 4.05 and a standard deviation of 0.37. The low standard deviation indicated a low degree of variability across responses . This was closely followed by the response that managers have a strong set of beliefs and moral compass which had a mean of 3.81. This response also had a low standard deviation of 0.39 which indicated low variability of the responses. The third most favorable factor was the statement that their manager leads by example and sets ethics that set the right direction for the company. This response had a mean score of 3.71 and standard deviation of

0.45. The statement that their managers have a strong conviction regarding what is wrong and what is right and is fully committed to selecting ethical decisions even when it is difficult had a mean value of 3.57 and standard deviation of 0.50 while the statement that the managers are guided by beliefs and moral values that are not easily influenced by external pressures registered a mean of 3.47 and standard deviation of 0.67 which was the least favorable aspect of moral perspective. All the responses had a low standard deviation indicating low variability in responses.

### 4.5.3 Moral Sensitivity

The next of ethical leadership examined was the effect of moral sensitivity on job satisfaction. For this variable, the standard deviation and mean of the individual attributes are in Table 4.6. From the table, the variable for moral perspective had an overall mean score of 4.06 with a standard deviation of 0.25

**Table 4.6: Descriptive Statistics for Moral Sensitivity**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
The management can easily identify the moral repercussions of not complying with the set regulations in the architectural field	301	3.86	0.35
I am aware of ethical standards facing the industry such as corruption, bribery and fraud.	301	4.14	0.48
My colleagues are aware of how unethical practices can impact the firm and other stakeholders, including customers and the public	301	4.19	0.51
There are sanctions or punishments when an employee engages in unethical business practices	301	4.04	0.38
The management trains all employees regarding ethical values and repercussions for unethical behaviors	301	4.09	0.29
<b>Overall mean Score</b>	<b>301</b>	<b>4.06</b>	<b>0.25</b>

The descriptive results for moral sensitivity was also established. From the sampled means, the respondents noted that their colleagues are aware of how unethical practices can impact the firm and other stakeholders, including customers and the public. The variable scored a mean of 4.19 and standard deviation of 0.51 which was the highest mean. The low standard deviation indicated

a low degree of variability across responses . This followed by the response that they are aware of ethical standards facing the industry such as corruption, bribery and fraud which had a mean of 4.14. This response also had a low standard deviation of 0.48 which indicated low variability of the responses. The third most favorable factor was the statement that the management trains all employees regarding ethical values and repercussions for unethical behaviors. This response had a mean score of 4.09 and standard deviation of 0.29. The statement that there are sanctions or punishments when an employee engages in unethical business practices had a mean value of 4.04 and standard deviation of 0.38 while the statement that the management can easily identify the moral repercussions of not complying with the set regulations in the architectural field registered a mean of 3.86 and standard deviation of 0.35 which was the least favorable aspect of moral sensitivity. All the responses had a low standard deviation indicating low variability in responses.

#### 4.5.4 Job satisfaction

The dependent variable in the study was job satisfaction . For this variable, the standard deviation and mean of the individual attributes are in Table 4.7. From the table, the variable for moral perspective had an overall mean score of 3.63 with a standard deviation of 0.26

**Table 4.7: Descriptive Statistics for Job satisfaction**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
There are various benefits beyond income that the firm avails to employees	301	3.43	0.50
I feel a great sense of purpose and community within the firm due to job security.	301	3.43	0.50
I feel recognized and respected in the workplace	301	3.71	0.46
Ethical leadership in the company encourages me to improve my productivity	301	3.95	0.21
The firm engages employees fully when making important decisions and my efforts count	301	3.62	0.49
<b>Overall mean Score</b>	<b>301</b>	<b>3.63</b>	<b>0.26</b>

The descriptive results for job satisfaction which was the dependent variable were computed. From the sampled means, the respondents noted that ethical leadership in the company encourages them to improve productivity. The variable scored a mean of 3.95 and standard deviation of 0.21 which was the highest mean. The low standard deviation indicated a low degree of variability across responses. This followed by the response that they feel recognized and respected in the workplace which had a mean of 3.71. This response also had a low standard deviation of 0.46 which indicated low variability of the responses. The third most favorable factor was the statement that the firm engages employees fully when making important decisions and employee efforts count. This response had a mean score of 3.62 and standard deviation of 0.49. The statement that employees feel a great sense of purpose and community within the firm due to job security a mean value of 3.43 and standard deviation of 0.50 which has the same mean as the statement that there are various benefits beyond income that the firm avails to employees.

#### 4.6 Inferential Statistics

For inferential statistics, the researcher was interested in establishing the correlation between the independent and dependent variables of the study. The Pearson's correlation was therefore determined using the Statistics for Social Sciences Software (SPSS). The results are in table 4.8 below

##### 4.6.1 Correlation

The Pearson's correlation is a statistical measure that establishes the magnitude and direction of relationships between an independent and dependent variables. This measure was used to determine the direction and magnitude between ethical leadership and job satisfaction. The results are illustrated in table 4.8 below

**Table 4.8 Correlation Analysis**

		<b>Correlations</b>				
		<b>Rewards and Sanctions</b>	<b>Balanced Processing</b>	<b>Moral Perspective</b>	<b>Moral Sensitivity</b>	<b>Job Satisfaction</b>
Rewards and Sanctions	Pearson Correlation	1				
	Sig. (2- tailed)	.000				
	N	301				

Balanced Processing	Pearson Correlation	.635**	1			
	Sig. (2-tailed)	.000				
	N	301	301			
Moral Perspective	Pearson Correlation	.316**	.459**	1		
	Sig. (2-tailed)	.001	.000			
	N	301	301	301		
Moral Sensitivity	Pearson Correlation	.551**	.673**	.557**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	301	301	301	301	
Job Satisfaction	Pearson Correlation	.725**	.358*	.480**	.655*	1
	Sig. (2-tailed)	.001	.003	.001	.004	.000
	N	301	301	301	301	301

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

The correlation results from the inferential statistics indicated the magnitude and direction of the relationship between ethical leadership and job satisfaction. The first aspect of ethical leadership which was rewards and sanctions had a correlation of 0.725 with a significant p-value of 0.001. This indicated a significant positive relationship between rewards and sanctions and job satisfaction. This can be interpreted to mean that as the rewards and sanctions increase, the job satisfaction increases. The second aspect which was balanced processing also had a significant positive correlation with job satisfaction. This aspect had a correlation of 0.358 with a significant p-value of 0.003. indicating that as balanced processing increases, so does job satisfaction.

The third aspect which was moral perspective had a significant positive relationship with job satisfaction of 0.480 and a P-value of 0.001 this indicated that as moral perspective increases, the overall job satisfaction improves. Finally, the last aspect of ethical leadership examined was moral sensitivity. The variable had a positive significant relationship with a

correlation of 0.655 with a P-value of 0.000. This can be interpreted to mean that as moral sensitivity increases, job satisfaction increases.

#### 4.6.2 Regression Analysis

The regression model contains the model fitness, the ANOVA and the coefficients of the regression. The results of this analysis were as follows.

**Table 4.9: Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 <sup>a</sup>	.512	.286	.1927186

a. Predictors: (Constant), Rewards and sanctions, Balanced processing, Moral Perspective, Moral Sensitivity  
b. Dependent Variable: Financial Inclusion

The ethical leadership dimensions were adequate in explaining job satisfaction as shown in Table 4.9. This is further explained by the R square value of 0.512. This can be interpreted to mean that the ethical leadership dimensions explain 51.2% variations in job satisfaction. Another assumption of these findings is that the model is adequate. The 0.758 R value shows strong correlation between the independent factors and job satisfaction.

**Table 4.10: Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.802	4	0.450	11.126	.000 <sup>b</sup>
	Residual	3.974	124	.037		
	Total	5.776	118			

a. Dependent Variable: Job Satisfaction  
b. Predictors: (Constant), Rewards and sanctions, Balanced Processing, Moral perspective, Moral Satisfaction

From Table 4.10, it can be ascertained that the model is significant, given a 11.126 F statistic and 0.000 p value. This establishes that ethical leadership dimensions are adequate in explaining changes in job satisfaction. The regression analysis displayed the magnitude of influence the ethical leadership has on job satisfaction. From the regression analysis, results established a positive notable relationship between rewards and sanctions and job satisfaction ( $\beta$  0.412, P 0.000). It can hence be concluded that rise in rewards and sanctions by a unit would cause a 0.412 unit



change in job satisfaction. A positive significant relationship was also established between balanced processing and job satisfaction ( $\beta$  0.405, P 0.000).

**Table 4.11: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.255	.477		2.632	.000
1 Rewards and sanctions	.412	.079	.236	2.728	.000
Balanced Processing	.405	.073	.125	3.432	.000
Moral Perspective	.567	.090	.303	3.231	.000
Moral Sensitivity	.601	.076	.131	2.466	.000

a. Dependent Variable: Job Satisfaction

From this, it can be concluded that a unit change in balanced processing subsequently enhances job satisfaction by 0.405 units. Furthermore a positive significant causal relation was established between moral perspective and job satisfaction ( $\beta$  0.567, P 0.000) was found. This means that a unit change in moral perspective subsequently enhances job satisfaction 0.567 units. Lastly, a positive significant relationship was established between moral sensitivity and job satisfaction ( $\beta$  0.601, P 0.000). This means that a unit change in moral sensitivity subsequently enhances job satisfaction 0.601units.

The results were modelled as follows:

$$Y = 1.255 + 0.412X_1 + 0.405X_2 + 0.567X_3 + 0.601X_4$$

Where

Y = Job Satisfaction,

X<sub>1</sub> – Rewards and sanctions,

X<sub>2</sub> – Balanced processing,

X<sub>3</sub> – Moral perspective,

X<sub>4</sub> – Moral Sensitivity

#### **4.7 Summary of findings.**

The primary objective of the study was to determine the effect of ethical leadership on job satisfaction among architectural firms in Nairobi Kenya. In the study, four aspects of ethical leadership was measured by the Revised, Ethical Leadership Scale (RELS) which included rewards and sanctions, balanced processing, moral perspective and moral sensitivity while

the dependent variable was job satisfaction. Descriptive statistics for the four independent variables were computed which included the mean values and standard deviations of the variables. Correlation analysis was performed to determine the magnitude and direction of the relationship between the independent and dependent variables and a multiple linear regression analysis was used to model the causal relationship between the independent and dependent variables.

The first objective was to determine the effect of rewards and sanctions on job satisfaction among architectural firms in Nairobi, Kenya. On this objective descriptive statistics, results showed that the majority of the respondents agreed with all the aspects regarding rewards and sanctions having an overall mean score of 3.56 and standard deviation of 0.30. Correlation results also showed that rewards and sanctions had a significant positive correlation 0.725 with job satisfaction. This indicated that the two variables are highly correlated. On the causal relationship as modelled by the linear regression it was established that rewards and sanctions has a significant positive causal relationship with job satisfaction as indicated by the regression co-efficient of ( $\beta$  0.412, P 0.000).

The next objective was to determine the effect of balanced processing on job satisfaction among architectural firms in Nairobi, Kenya. On this objective descriptive statistics, results showed that the majority of the respondents were in agreement with the statements regarding balanced processing having an overall mean score of 3.72 and standard deviation of 0.32. Correlation results indicated that balanced processing had a significant positive correlation 0.358 with job satisfaction. This indicated that the two variables are highly correlated. The findings on this variable are in agreement with Khan and Javed (2018) who argued that balanced processing is a key component of ethical leadership and organization leaders need to be conscious of how their actions affect the organizational value system as it determines how employees are satisfied with their jobs. On the causal relationship as modelled by the linear regression it was established that balanced processing has a significant positive causal relationship with job satisfaction as indicated by the regression co-efficient of ( $\beta$  0.405, P 0.000).

The third objective was to determine the effect of moral perspectives on job satisfaction among architectural firms in Nairobi, Kenya. On this objective descriptive statistics, results showed that the majority of the respondents agreed with the statements regarding moral

perspectives having an overall mean score of 3.72 and standard deviation of 0.32. Correlation results indicated that moral perspectives had a significant positive correlation 0.480 with job satisfaction. The causal relationship as modelled by the linear regression further established that moral perspective has a significant positive causal relationship with job satisfaction as indicated by the regression co-efficient of ( $\beta$  0.567, P 0.000). This indicated that the two variables are highly correlated. The findings on this objective agree with De Hoogh and DenHartog, (2010) who argue that leaders can communicate to their staff how each individual contributes to the attainment of important organizational objectives thereby improving job satisfaction.

The last objective was to determine the effect of moral sensitivity on job satisfaction among architectural firms in Nairobi, Kenya. On this objective descriptive statistics, results showed that the majority of the respondents agreed with the statements regarding moral perspectives having an overall mean score of 4.06 and standard deviation of 0.25. Correlation results indicated that moral perspectives had a significant positive correlation 0.655 with job satisfaction. This indicated that the two variables are highly correlated. The causal relationship as modelled by the linear regression further established that moral sensitivity has a significant positive causal relationship with job satisfaction as indicated by the regression co-efficient of ( $\beta$  0.601, P 0.000). The findings agree with Sadler (2014), who stated that moral sensitivity recognizes the moral implications of any given situation in all of its facets. They argue that moral reasoning has an impact on how employees carry out their duties thereby enhances their job satisfaction.

# **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

## **5.1 Introduction**

This chapter concludes the above study, it discusses the summary of the study, draws a conclusion in relation to the findings and proposes recommendations for policy interventions and for future research based on the outcomes of the objectives of the study. Lastly the chapter discusses the limitations encountered and suggestions for future studies based on these limitations.

## **5.2 Summary of Results**

The primary objective of the study was to determine the effect of ethical leadership on job satisfaction among architectural firms in Nairobi, Kenya. More specifically, the study objective was to determine the effect of rewards and sanctions, balanced processing, moral perspectives and moral sensitivity on the job satisfaction of employees within this firms. The Descriptive design was found to be appropriate for the study. The study targeted a sample of 385 employees from architectural firms in Nairobi as the respondents for the study.

Primary data was collected from the respondents through closed-ended questionnaires that were issued through both drop and pick later method and through google forms from the employees of the architectural firms. The analysis yielded both descriptive and inferential statistics including mean scores and standard deviations. For the inferential statistics, the Pearson's correlation analysis was used. The study findings reveal that the different elements of ethical leadership are highly correlated with job satisfaction. All the independent variables showed a significant positive correlation with job satisfaction.

## **5.3 Discussion of Findings**

The findings from the study highlight the role played by ethical leadership in job satisfaction. The first variable of ethical leadership which was rewards and sanctions demonstrates the role played by rewards and sanctions in motivating ethical leadership (Qing et al., 2019). By establishing a strong positive correlation between rewards and sanctions and job satisfaction, the study establishes the role played by rewards in inducing job satisfaction. Rewards are an important feature in employee management as it determines the level of commitment that will be given by

employees. Equally so, sanctions influence employee behavior by shaping their attitudes towards work (Qing et al., 2019). By establishing a strong correlation of 0.725 between this variable and job satisfaction, this study highlights the importance of inducing job satisfaction through rewards and sanctions. Additionally the significant positive causal relationship established between rewards and sanctions and job satisfaction ( $\beta = 0.412$ ) indicates that rewards and sanctions improve job satisfaction among employees of architectural firms in Kenya.

The second variable which was balanced processing also established a strong positive correlation of 0.358 between balanced processing and job satisfaction. Additionally the significant positive causal relationship established between balanced processing and job satisfaction ( $\beta = 0.405$ ) indicates that balanced processing improves job satisfaction among employees of architectural firms in Kenya. Balanced processing refers to the the process of soliciting opinions from others as well as accepting opposing viewpoints from others. As discussd by Raziq, Kayani and Mahmood (2019), accepting criticisms and opinions from employees induces their job satisfaction. This is because it induces a sense of value among employees and they feel confident to voice their opinions regarding their duties. Leadership that encourages balanced processing is hence positively correlated with job satisfaction.

The third and fourth variables examined are concerned with moral perspective and moral sensitivity. From the study, these variables exhibit a positive correlation with job satisfaction as correlation values of 0.480 and 0.655 respectively. Additionally the significant positive causal relationship established between the two variables and job satisfaction ( $\beta = 0.567$ ;  $\beta = 0.601$ ) indicates that moral perspective and sensitivity improve job satisfaction among employees of architectural firms in Kenya. This study establishes that both moral perspective and moral sensitivity have a significant relationship with job satisfaction. The implication of these findings is that moral values and identity strengthen the relationships between leaders and employees. This is because a moral leader has the ability to affect follower's attitudes and behaviors which indicate job satisfaction. This was established in the study by Raziq, Kayani and Mahmood (2019).

The findings of this study contribute significantly to the underlined theories. According to the LMX theory, the study elaborates the role of leadership in job satisfaction. By highlighting the special interactions that take place between leaders and individual members of a group or organization, such as an architectutal firm (Day, 2014). It centers on the dynamic correlation that

exists between leaders and their followers. When leaders exhibit ethical behavior, it influences the quality of interactions in an organization. Employees are more probable to discern equitable treatment, trust their heads, and feel a sense of connection (Day, 2014). On the theory of contingencies the study findings support the theory's assumptions that an ethical leader should develop the right approach for every scenario. Finally on the theory of transformations, the study supports its assumptions that the type of relationship between staff and leaders can influence the growth and success of an organization (Cherry 2022). Also, ethical leadership should inspire employees to achieve and exceed expectations. In this study, ethical leaders should develop a vision for the architecture firm and then inspire architects to achieve it. The findings demonstrate that by being ethica leaders, employees become more satisfied with their jobs.

#### **5.4 Conclusions**

The study established that rewards and sanctions as a form of ethical leadership has a positive correlation with job satisfaction. As a dimension of ethical leadership, rewarding positive behavior and punishing unethical behavior is one way to ensure employees act in accordance to moral principles as argued by Lazthhuizen (2008). Acting according to required principles allows employees to avoid compromising situations that affect their productivity and reputation. As a result, being rewarded for good behavior increases their overall job satisfaction. This was shown by the correlation results which support the results as there existed significant positive correlation between rewards and sanctions and job satisfaction.

The findings on balanced processing and job satisfaction also indicate a positive correlation between the two variables. Balanced processing was defined by Gardner, Avolio and Liuthans (2011) as the objective analysis of facts and data and that organizational leaders can only make wise decisions in the presence of objective presentation of data. It is through their decisions that employees can be concious of how their actions affect organizational objectives hence their ability to be satisfied with their jobs. This was also confirmed from the study as a significant positive correlation was established between balanced processing and job satisfaction. It can therefore be concluded that an improvement in balanced processing improves job satisfaction.

The third variable examined was moral perspective and its correlation to job satisfaction. DeHoog and DenHartog (2010) argued that moral perspective condemns any form of unethical behavior

and leaders set an example to employees by guiding others in the proper direction . They also argue that leaders can communicate to their employees how each attribute contributes to the attainment of organizational goals by applying logical solutions to issues. This increases employees asatisfaction with their jobs. The findings from this study confirm these sentiments as a significant positive correlation was established between moral perspective and job satisfaction among employees in architectural firms in Nairobi, Kenya.

Lastly, the study assessed the correlation between moral sensitivity and job satisfaction establishing a significant positive correlation between the two variables. Sadler (2014) defined moral sensitivity as the capacity to recognize the moral implications of a given situation in all of its facets. It is understanding the reason behind a chain of events and its implications and therefore making an ethical choice can improve performance of employees. From this study it can therefore be concluded that improvement in moral sensitivity improves overall job satisfaction.

### **5.5 Recommendations for Policy and Practice**

The study revealed that the various aspects of ethical leadership have a positive correlation with job satisfaction. For rewards and sanctions, balanced processing, moral perspective and moral sensitivity, the variables had a positive correlation with job satisfaction. The study thus recommends that companies should continually emphasize ethics in leadership as this positively impacts the job satisfaction of their employees. To encourage ethical leadership, I rely on objective and factual information in making decisions to avoid misrepresentation of and compromise their decisions. Reliance on objective facts ensures there are no moral complications that may affect the achievement of organizational objectives. The study thus recommends that firms in this field, should rely on truthful and trustworthy sources of information and data

From this study, it has been established that job satisfaction begins with ethical leadership. The study therefore recommends that organizations in this field should emphasize ethical decisions from the leadership by setting an example to junior staff on the importance of ethics in business. This will ensure that scandals involving bribery, corruption and dishonesty are minimized among architectural firms in Nairobi.

## **5.6 Limitations of the Study**

In completing this study, the study examined architectural firms in Nairobi, Kenya. As a result the major limitation of the study is that the findings cannot be generalized to the entire Kenyan context as they are applicable only in the Nairobi context. Future studies should therefore focus on a broader geographical context such as the entire country to establish more generalized findings . The focus of this study was also on ethical leadership which is assumed to impact job satisfaction. Specifically, the study focused on four dimensions of ethical leadership. Realistically, there are other factors likely to impact job satisfaction such as pay, employee motivation, organizational culture among others.

To complete the data analysis process, the correlation analysis was utilized. The use of analysis can at times generate erroneous and misleading findings resulting from changes in variables thereby making it impossible for the researcher to accurately generalize the study findings. Also, in the case that any data is added to the model, it may yield different results.

## **5.7 Suggestions for Further Research**

Additional studies should focus on gaps discovered in this study. This study was on effect of ethical leadership on employee job satisfaction among architectural firms in Nairobi. Therefore, a similar investigation can be done on other firms in different sectors such as public sector or the NGO sector. Additionally, all the factors that influence job satisfaction were not exhausted in the study, and therefore future studies should focus on other variables such as employee motivation, pay, and organizational culture. Determining how every variables affects job satisfaction, will be useful to management in implementing an appropriate mechanism to enhance financial performance of employees.

Finally, the study used correlation analysis to establish the objectives of the study. The model has limitations like errors and misleading findings in case of a change in one variable. Future researchers consider adopting other models like the Vector Error Correction Model (VECM) to explore the different relations between ethical leadership and job satisfaction.



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## APPENDICES

### APPENDIX 1: LETTER OF INTRODUCTION

Strathmore University  
P.O Box 59857-00200  
Nairobi  
Kenya  
Dear Sir/Madam  
17<sup>th</sup> March 2024

#### **RE: REQUEST FOR PARTICIPATION IN DATA COLLECTION FOR ACADEMIC RESEARCH**

I hope this message finds you well. My name is **LINA MUTINDA** and I am a student at Strathmore University pursuing a Master of Commerce (MCOM). I am reaching out to invite you to participate in an exciting academic research project that I am conducting. The specific area of focus in my research is **Ethical Leadership and Employee Job Satisfaction in Architectural Firms, in Nairobi County, Kenya**.

The purpose of my research is to identify the relationship between ethical leadership and job satisfaction in Nairobi's architectural firms. To achieve this goal, I am seeking participants who are willing to contribute their insights and experiences through a questionnaire. Your expertise and perspective regarding the topic would be invaluable to this study, and your participation would greatly contribute to the growth and advancement of knowledge in this field. Additionally, your responses will be treated with the utmost confidentiality and will only be used for research purposes.

Thank you very much for considering this invitation. Your participation would be sincerely appreciated and would make a significant contribution to the success of this research endeavor.

Kind regards,  
**Lina Mutinda**  
**Student,**  
**Strathmore University**



## APPENDIX II: QUESTIONNAIRE

Kindly answer the questions by putting a tick in the appropriate box or by writing in the space provided.

### SECTION A: DEMOGRAPHIC PROFILE

#### 1. Gender

Male

Female

#### 2. Age bracket

- 18-24 years
- 25-30 years
- 31-34 years
- 35-40 years
- 41-44 years
- 45-50 years
- Over 50 years

### SECTION B: COMPANY PROFILE

#### 3. How long has the architectural firm you are working for been in operation?

- 1-3 years
- 3-5 years
- 5-10 years
- More than 10 years

#### 4. What is the size of the firm you work for?

- Less than 50 employees
- 50 - 100 employees
- 101 – 450 employees
- 451 – 650 employees
- Above 651 employees

### SECTION C: ETHICAL LEADERSHIP

5. Please indicate the extent to which you agree with the following statements relating to ethical leadership.

**Give your rating in a Likert Scale: 1= Strongly disagree, 2=disagree, 3=Neither, 4=Agree, 5=Strongly agree.**

The following statements relate to the rewards/sanctions. Please indicate the extent to which you agree or disagree with the statements on a Likert scale of 1-5 by ticking in the appropriate space.

**a. Rewards and Sanctions**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
It is important to have monetary rewards for good performance.					
Non-monetary rewards for good performance are essential in promoting ethical behavior.					
I have received a reward a reward for good performance.					
There are sanctions for poor performance.					
Sanctions assists in maintaining discipline and discouraging unethical behavior.					

**b. Balanced processing**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Managers in your firm analyze facts and data objectively through both self-inferential data and external data.					
My manager is willing to listen to different viewpoints and open minded when making decisions.					
My manager is not afraid to challenge personal assumptions to make the best decision.					

My manager mitigates potential conflict in the firm by listening to different viewpoints and ensuring all parties are heard.					
My manager encourages me to provide feedback regarding different issues in the firm.					

**c. Moral perspective**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My manager has a strong set of beliefs and a moral compass.					
My manager has a strong conviction regarding what is wrong and right and is fully committed to selecting ethical decisions even when it is difficult.					
My manager is guided by beliefs and moral values that are not easily influenced by external pressures.					
My manager leads by example and sets ethics that set the right direction for the company.					
The management mentors employees and develops programs that train communication, ethical values, emotional intelligences, and self-awareness.					

**d. Moral Sensitivity**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The management can easily identify the moral repercussions of not complying with the set regulations in the architectural field.					
I am aware of ethical standards facing the industry such as corruption, bribery, and fraud.					
My colleagues are aware of how unethical practices can impact the firm and other stakeholders, including customers and the public.					
There are sanctions or punishments when an employee engages in unethical business practices.					

The management trains all employees regarding ethical values and repercussions for unethical behaviors.					
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**SECTION D: JOB SATISFACTION**

Please indicate the extent to which you agree with the following statements relating to job satisfaction.

**Give your rating in a Likert Scale: 1= Strongly disagree, 2=disagree, 3=Neither, 4=Agree, 5=Strongly agree.**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There are various benefits beyond income that the firm avails to employees.					
I feel a great sense of purpose and community within the firm due to job security.					
I feel recognized and respected in the workplace.					
Ethical leadership in the company encourages me to improve my productivity.					
The firm engages employees fully when making important decisions and my efforts count.					

### APPENDIX III: ARCHITECTURAL FIRMS

<b>Name</b>	<b>Town</b>
Building Design Consortium Limited	NAIROBI
Zed-Arch (K)	NAIROBI
Habitech Consultants	NAIROBI
Mburu J.M. Architects	NAIROBI
K & M Archplans Architects	NAIROBI
Husseini Associates	NAIROBI
Clarion Architects	NAIROBI
Shamla Fernandes Architect	NAIROBI
Bowman Associates	NAIROBI
E.D.G. & Atelier	NAIROBI
Archetype Architects and Designers	NAIROBI
Dagliesh Marshall Johnson	NAIROBI
S. K. Archplans LLP	NAIROBI
Waweru & Associates Architects	NAIROBI
Intershelter Sullivan Architects	NAIROBI
Tectura-International	NAIROBI
Planning Systems Services Ltd.	NAIROBI
Complan Consulting Architects	NAIROBI
Associated Architects	NAIROBI
Arplad Architects	NAIROBI
Wachoraji Associates	NAIROBI
Edon Consult	NAIROBI
Triad Architects	NAIROBI
Contedesign	NAIROBI
Karago & Associates	NAIROBI
Mutiso Menezes International	NAIROBI
Mruttu Salmann & Associates	NAIROBI
Beglin Woods	NAIROBI
Plan Style	NAIROBI
Lins Consult	NAIROBI
J. S. Kalsi & Associates	NAIROBI
Rambaldo Associates	NAIROBI
Tecta Consultants	NAIROBI
Wambugu Mathews & Associates	NAIROBI
Baseline Architects	NAIROBI
Aaki Consultants	NAIROBI
Tej Architects	NAIROBI
Synthesis Architects	NAIROBI
Dice Concept	NAIROBI
Kenchuan Architects	NAIROBI

Images Architects	NAIROBI
Octa Architects Limited	NAIROBI
ARCH Concepts	NAIROBI
AXIS Architects	NAIROBI
Dreams Architects Limited	NAIROBI
Arlplan Architects	NAIROBI
Makro Consultancy APC	NAIROBI
Archgrid Systems	NAIROBI
Inter Architects	NAIROBI
Skair Associates	NAIROBI
Lexicon Plus Ion Limited	NAIROBI
Peter Thomas Architects	NAIROBI
Arch-Link International Limited	NAIROBI
Morphosis Limited	NAIROBI
Maestro Architects Ltd.	NAIROBI
APT Building Associates	NAIROBI
U Design	NAIROBI
Delta Architects	NAIROBI
Cadplan Consultants Ltd.	NAIROBI
Dimensions Architects & Interior Designs Ltd.	NAIROBI
APT Design Solutions	NAIROBI
Designworth Architects	NAIROBI
Form Space Alliance Ltd.	NAIROBI
Team 2 Architects	NAIROBI
Green Designs	NAIROBI
Batiment Group Ltd	NAIROBI
Inbred Architects	NAIROBI
Arcs Africa	NAIROBI
Envobuild Systems	NAIROBI
Tectonics International	NAIROBI
Gem Archplans	NAIROBI
Block Forty Five LLP	NAIROBI
Ultimate Design Ltd.	NAIROBI
Otto Mruttu & Partners	NAIROBI
Shelter Space Architects	NAIROBI
Abbey Architects Ltd.	NAIROBI
Dama Services	NAIROBI
Design Source Ltd	NAIROBI
Atticspace Architects Limited	NAIROBI
Capital Architects	NAIROBI
Brickhouse Consultants	NAIROBI
Castles Architecture Company Ltd	NAIROBI
Syntax Architects	NAIROBI

Boogertman and Partners Architects Limited	NAIROBI
FHG Architecture (K) Limited	NAIROBI
Leisure Build Architects	NAIROBI
IRIS Architects	NAIROBI
Avanti Architecture Limited	NAIROBI
Bon-Arch Associates Limited	NAIROBI
NA Projects International Limited	NAIROBI
Built-Berg mansions (BBM)	NAIROBI
Archisolve Systems	NAIROBI
Blink Studio Ltd.	NAIROBI
Leeds Building Associates Ltd.	NAIROBI
Miwa Designs	NAIROBI
Tarakibu Architects	NAIROBI
Scenic Systems	NAIROBI
Gibb Architects Limited	NAIROBI
Designspec Limited	NAIROBI
Sycum solutions co. limited	NAIROBI
Icon Concepts Limited	NAIROBI
Kogs Realms	NAIROBI
Outsource Designs	NAIROBI
Innovative Planning and Design Consultants	NAIROBI
Decalogue International Limited	NAIROBI
Span Architects Limited	NAIROBI
Arcscene Architects Kenya Limited	NAIROBI
ME & A LLP	NAIROBI
Architect Ndarua and Associates Limited	NAIROBI
Nabuni Architects Limited	NAIROBI
Questworks Architecture Limited	NAIROBI
Heritage Associates Limited	NAIROBI
Cave Limited	NAIROBI
Locus Studio Limited	NAIROBI
Pharos Architects Kenya Limited	NAIROBI
Sketch Studio	NAIROBI
Trine Architects Ltd	NAIROBI
Arch Grup Consultants	NAIROBI
Tsavo Architects Limited	NAIROBI
Archscan Associates Limited	NAIROBI
Design Masters Studio Limited	NAIROBI
Ecotecture Limited	NAIROBI
Studio Verv Limited	NAIROBI
Trioscape Ltd	NAIROBI
Aspera Limited	NAIROBI
Trioscape Space Planning Ltd	NAIROBI

Pacer Architects Limited	NAIROBI
Scope Design Systems Limited	NAIROBI
Huduma Consulting Limited	NAIROBI
Infive Architects Ltd	NAIROBI
AIA Architects Ltd	NAIROBI
Precise Architects Ltd	NAIROBI
Adroit Architecture Limited	NAIROBI
Jawkim Consulting Architects LLP	NAIROBI
Grasp Design Limited	NAIROBI
Cedarstone Enterprises Ltd	NAIROBI
Salcohm Studios Limited	NAIROBI
Architecture by Cedar Ltd	NAIROBI
Urban Architecture Solutions Ltd	NAIROBI
Skylon Designs Limited	NAIROBI
Archtron Systems Ltd	NAIROBI
Module Systems & Services Architects	NAIROBI
Hybrid Architects Ltd	NAIROBI
Urban Dynamics LLP	NAIROBI
Inturi Design Ltd	NAIROBI
Studio Infinity LLP	NAIROBI
AMN Studio	NAIROBI
Freeman Archplans Company Limited	NAIROBI
H K Consult Limited	NAIROBI
Design'n Development Consultants Ltd	NAIROBI
Bloc Studio Limited	NAIROBI
Neoplan (Kenya) Limited	NAIROBI
Everett Studios Ltd	NAIROBI
Designplanar Company Limited	NAIROBI
Domysuma Architects Limited	NAIROBI
MMS Atelier Limited	NAIROBI
Habit-Art & Partners Limited	NAIROBI
TD Architects Limited	NAIROBI
Formart Consultants Ltd	NAIROBI
Ephron Architects & Associates Ltd	NAIROBI
Urba-Tech Studio Ltd	NAIROBI
Bomani Consultants	NAIROBI
Image Three Sixty Designs Ltd	NAIROBI
Sitescape Studio Ltd	NAIROBI
Artisan Architects Ltd	NAIROBI
Minto Architects Ltd	NAIROBI
Imara Baobab Kenya (PTY) Limited	NAIROBI
Designworks Limited	NAIROBI
Giant Tasks Architects	NAIROBI



Wellbred Systems	NAIROBI
Empire Space Studio	NAIROBI
Od Sync Architecture Limited	NAIROBI
Studio Fabo Limited	NAIROBI
Space Edge Architects Limited	NAIROBI
Atlas Architects Limited	NAIROBI
Details Africa Territory Designs Limited	NAIROBI
Invex Limited	NAIROBI
A AND B Global Limited	NAIROBI
Metropolis Architects	NAIROBI
A-Scape Studio Ltd	NAIROBI
CR-EX Studio Ltd	NAIROBI
Studio Santorini Ltd	NAIROBI
Design Assembly Architects Ltd	NAIROBI
Kioto Consultants Ltd	NAIROBI
Adept Concept Studio Ltd	NAIROBI
Technical Logistics Limited	NAIROBI
Masterbuild Architects Limited	NAIROBI
Alphaquest Designs Limited	NAIROBI
EQA Build Limited	NAIROBI
Trimax Architects Ltd	NAIROBI
Lope Architects Africa Limited	NAIROBI
Geeks Signature Limited	NAIROBI
Gorini Architects Limited	NAIROBI
Genesis Studio Partners Limited	NAIROBI
GRN Consult Limited	NAIROBI
Design Haus Architects Ltd	NAIROBI
QIN Architects Limited	NAIROBI

**APPENDIX IV: WORKPLAN**

<b>Task/dates</b>	<b>December, 2023</b>	<b>Jan 1<sup>st</sup> to Jan 15<sup>th</sup> 2024</b>	<b>Jan 16<sup>th</sup> - Jan 31<sup>st</sup> 2024</b>	<b>Feb 1<sup>st</sup>- Feb 15<sup>th</sup> 2024</b>	<b>Feb 16<sup>th</sup> – Feb 20<sup>th</sup> 2024</b>	<b>Feb 24<sup>th</sup> – Mar 30<sup>th</sup> 2023</b>	<b>Apr 2<sup>nd</sup> -6<sup>th</sup> April</b>	<b>Apr 8<sup>th</sup> - Apr 12<sup>th</sup> 2024</b>	<b>May 2024</b>
Consultation with supervisor on topic									
Chapter 1: Introduction									
Chapter 2: Literature Review									
Chapter 3: Research Methodology									
Submitting Proposal and doing corrections									
Pilot study and data collection									
Chapter 4: Data Analysis									

Chapter 5:									
Conclusion									
Final Submission									

## APPENDIX V: BUDGET

<b>Item</b>	<b>Price Per Unit</b>	<b>Quantity</b>	<b>Sub-total</b>
Printing Paper	1200	3	3,600
Clip Boards	600	10	6,000
Transport	6000		6,000
Printing Costs	10	1284	12,840
Stationery	15	20	300
Miscellaneous	5000	1	5,000
<b>Grand Total</b>			<b>33,740</b>

## APPENDIX VI: ETHICAL APPROVAL



5<sup>th</sup> June 2024

Lina Kawia Mutinda

152515

lina.mutinda@strathmore.edu

Dear Lina,

**RE: Ethical Leadership and Employee Job Satisfaction in Architectural Firms, in Nairobi  
County, Kenya**

This is to inform you that the Office of Graduate Studies on 4<sup>th</sup> June 2024 received your acknowledgement of breach in ethical processes given that you have already collected data and proceeded to write the Thesis prior to obtaining Ethical clearance. The ethics approval process is ONLY done before any collection of primary or secondary data.

This is a letter for you to proceed with the next steps of your academic requirements.

Please be advised, that in future, all research proposals should be submitted to the SU-ISERC through the RHInno Ethics platform: <https://strathmoreuniversity.rhinno.net/login>

**Disclaimer:** 1) *This is not in any way an ethical approval letter.* 2) *Should there be any legal implications/actions emanating from the research in terms of any ethical violations, you will be personally liable.*

Yours sincerely,

  
Dr. Bernard Shibwabo

Director of Graduate Studies

Ole Sangale Rd, Madaraka Estate. PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703

034000 Email [admissions@strathmore.edu](mailto:admissions@strathmore.edu) [www.strathmore.edu](http://www.strathmore.edu)

**APPENDIX VII: NACOSTI APPROVAL**



Ref No: 592465



Date of Issue:

24/April/2024

**RESEARCH LICENSE**



**This is to Certify that Miss.. LINA KAWIA MUTINDA of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ETHICAL LEADERSHIP AND EMPLOYEE JOB SATISFACTION IN ARCHITECTURAL FIRMS, IN NAIROBI COUNTY, KENYA. for the period ending : 24/April/2025.**

License No: NACOSTI/P/24/34973

