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Ethics as a Solution to Corruption: *A Case Study of the Construction Industry in Kenya*

* Adeline M. Dindi, G. Munala, A. Alkizim, P. Kivaa and C. Gichure

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Abstract

The construction industry endures a poor reputation and continues to experience ethical problems manifested in collapsed buildings, corrupt deals and a general lack of honesty. In this paper, the authors present results of an investigation into the prevalent ethical problems in the construction industry in Kenya and their impact on projects. A review of literature on corruption shows that emphasis is placed upon putting in place systems and policies for fighting corruption, yet this has not achieved much results. Literature in construction ethics shows that professional codes and ethics are only effective as far as the people are personally ethical. The method of conducting this study was through in-depth interviews of stakeholders to establish prevalent unethical practices in the industry. The authors present the results from a thematic analysis of perceptions of information-rich subjects from different sectors of the industry. The results show that unethical practices such as collusion, kickbacks and supplanting are mostly due to lack of honesty, greed and the desire to get rich quickly. The study concludes that most unethical practices are due to corrupt individual practices and recommends ways of incorporating ethics both at individual and institutional level.

Keywords: Corruption, ethics, collusion, unethical practices, construction performance.

INTRODUCTION

Corruption has been defined by Transparency International (2015) as the abuse of entrusted power for private gain. The Oxford Advanced Learner's Dictionary (2015) describes corruption as dishonest or illegal behaviour, especially of people in authority. This can take many shapes and forms, for instance, using public goods for private use, or taking advantage of one's position in public office for private gain.

As a country, Kenya has lately been in the lime-light for numerous cases of corruption especially in the public sector. Kenya has not only moved from being ranked the third most corrupt country in East Africa (Standard Digital News, 2015), as at February 2016, it was ranked the third most corrupt country in the world (Omondi, 2016). When a country is corrupt, there is an indication that society is corrupt, and society is made up of individuals, and leaders are invariably drawn from this pool of individuals.

In a report commissioned by the East African Institute (EAI) in 2016, the Kenya Youth Survey Report, revealed that 50 percent of youth do not care

what means one uses to make money so long as they do not end up in jail. This was anchored by 30 percent who exuded the belief that corruption is profitable with 35 percent ready to give or receive a bribe. Only 40 percent of the polled strongly believed that it was important to pay taxes (Kajilwa, 2016). This report gives one an idea of the state of corruption the country is in.

The example above exhibits the magnitude of the problem we face as a society in instilling ethical values in not only the youth but our professionals as well. *Professionals* here is broadly taken to mean the stakeholders involved in the construction industry; including contractors, developers and clients.

In most cases, corruption is simply an indication of a deeper problem. As Svensson (2005) argues, corruption is an outcome a reflection of a country's legal, economic, cultural and political institutions, that corruption can be a response to either beneficial or harmful rules. Ultimately, corruption is a function of opportunity and inclination (Wells, 2014). Thus, because of the situation of the country at large, individuals do not hesitate to engage in corruption as "everyone" is corrupt.

*Corresponding author:

Adeline M. Dindi, Department of Construction Management, Jomo Kenyatta University of Agriculture and Technology, Kenya.
Email: adindi@jkuat.ac.ke

Various legislative and institutional means of fighting corruption and regional instruments have been adopted to help reduce corruption. Some examples of these frameworks and policies include; The United Nations Convention against Corruption (UNCOC), The African Union Convention on Preventing and Combating Corruption and at the local level; The Ethics and Anti-Corruption Commission (EACC). The fight against corruption tends to always be tackled at institutional level by setting out rules or punitive measures to deal with offenders.

A look at some of the above bodies shows this. The UNCOC calls for preventive measures and the criminalization of the most prevalent forms of corruption in both public and private sectors (United Nations, 2004); the AU Corruption Convention acknowledges that there is the need to address the root causes of corruption on the continent and formulate and pursue, as a matter of priority, a common penal policy aimed at protecting society against corruption (African Union, 2003). The Ethics and Anti-Corruption Commission Act establishes amongst other functions developing and promoting standards and best practices in integrity and anti-corruption; developing a code of ethics (Laws of Kenya, 2011). As can be seen, these measures are mostly reactionary rather than preventive.

To ensure that corrupt practices do not happen in the first place requires more than just rules and regulations. It requires a conscious decision on the part of the players not to engage in corruption. In other words, it is a decision that comes from the interior and is not externally imposed by prescribed codes and rules. It must be a personal decision.

The purpose of this paper is to examine the perception of practitioners on how unethical practices impact on construction performance.

THEORY

Ethics

Ethics has to do with what is right or wrong. Ethics is the systematic study of human actions from the point of view of their rightness or wrongness to achieve man's ultimate happiness (Gichure, 1997). Ethics also refers to personal customs, character, and way of being and acting which gives rise to a life that the person develops day by day through

their free actions (Debeljuh, 2006). Ethics tries to help us decide how we should act, all things considered (Elegido, 1996). It is the process of trying to answer the question of how we ought to live, of reflecting on difficult situations, of being true to the idea of who we are and what we stand for; and developing a well-informed conscience, that makes us ethical (The Ethics Centre, 2015). Corruption is always a sign of deeper unethical practices. For most people, corruption is something unethical, a wrong doing. Different ethical theories have been developed to explain ethical behaviour. Three theories are briefly explained below.

Utilitarianism

Also known as consequentialism, this theory states that the objective of ethics is the greatest happiness for the largest number of people. Following utilitarian theorists John Stuart Mill and Jeremy Bentham, the ends can justify the means if the action passes a cost-benefit analysis and it served the greater good. This is further illustrated by Gichure (2008), and Sinnott-Armstrong (2014). This theory justifies the means one uses in order to achieve a good that is for the majority.

Nearly all corruption is based around self-interest of some form. Delurey (2013) argues that even if corruption passed a utilitarian test, it will never be beneficial because the corrupt individual will always have an advantage over the majority. Whether an individual commits a corrupt act for subsistence or for excess, it requires using another person as a means to an end hence it cannot be moral.

Deontology

Also known as Kantian Ethics, it was developed by Immanuel Kant. It is an ethics of formal norms where everything is reduced to the categorical imperative which only has its basis in itself (Gomez, 1992). The categorical imperative states that one ought never to act except in such a way that one can also will that one's maxim should become a universal law (Beauchamp & Bowie, 2001). It is categorical because it admits of no exceptions and is absolutely binding. It is imperative because it gives instructions about how one must act (Gichure, 2008).

This maxim could be put in good use by those who choose not to be corrupt, however it could also be used by those who are in a corrupt system, to justify their behaviour as being universally accepted.



Aristotelian ethics; virtue theory

The Aristotelian approach to ethics begins with two concepts; the individual embedded in community and the ultimate importance of happiness as the sole criterion for success (Gomez, 1992). This philosophy regarded man as a being of distinctive nature with a proper *end* like all other beings (Gichure, 1997). The main thesis of Aristotelian ethics is that all human beings necessarily seek happiness. Only by acting morally can they attain it, thus flourishing in dignity. Therefore, morality is not a luxury, but a necessity to enjoy human dignity. A good corporation is not only one that is profitable but also one that provides a morally rewarding environment in which can develop not only skills but also virtues. This is according to Gomez (1992).

Virtue theory thus seems to be best placed to fight corruption because it demands that the individual acquires virtues to attain maximum happiness. In acquiring virtue, one therefore tries to do the right thing, and corruption is neither virtuous nor right.

Corruption in Construction

The construction industry is especially susceptible to corruption. Review of literature in construction management suggests that individual commitment to ethics will achieve better results than imposing codes of ethics (Vee & Skitmore, 2003; Ashrafi, 2003; Abdul-Rahman, 2010; London & Everingham, 2006). Indeed, without a commitment to personal ethics, it would not be easy to attain professional ethics.

The fragmented nature of the industry with different phases and different participants encourages an environment of corruption (Wells, 2014). The nature of the construction industry and the way infrastructure services are operated create structural vulnerabilities that can encourage corruption (Hawkins, 2013). First, it is intensive in capital, meaning that it is designed specifically for installation. Second, it is a network activity, requiring government regulation. Both features make the activity unusually prone to corruption according to Collier & Hoeffler (2005). Construction firms bribe to obtain contracts, to increase profit margins on those contracts and to reduce the cost of construction (Kenny, 2007). All these are instances that are prone to exploitation by corrupt individuals.

Professional and personal ethics

Liu *et al.* (2004) identifies professional ethics as a system of behavioural norms, which concerns the relationship between experts and lay persons. To be able to manage ethics, most professions have developed codes of ethics (McCarthy, 2012). However, codes of ethics alone are not sufficient to instil ethics in individuals.

A lot of effort has been made to increase ethical standards and integrity among professionals in construction sector worldwide as cited in Abdul-Rahman, Wang, & Saimon (2011); Ho (2011); Vee & Skitmore (2003). In America, South Africa and Malaysia, efforts have been made to improve professional ethics (CMAA, 2006; Abdul-Rahman, Wang, & Yap, 2010). In Kenya, the government established the National Construction Authority which, among its many functions include curbing corruption and streamlining the construction sector (Republic of Kenya, 2011).

Professional codes of practice are contracts entered by members of professional institutions, however they do not teach morality, ethics or values (Liu *et al.*, 2004). While professional ethics are necessary for managing ethical behaviour in business, the ethical conduct of the industry is still dependent on the personal ethics of employees. Business ethics will not change unethical business practices unless those engaged in the practices wish to change them (London & Everingham, 2006).

A person's ethical behaviour is determined by individual personality and socialization, which represent his or her ethical system (Zemguliene, 2013). The ethical system as the network of an individual's ethical norms and principles influences the individual's ethical behaviour. Zemguliene (2013) further states that behaviour research supports the notion that individual personality and situational factors influence the behavioural choices made by individuals. This assertion is supported by Quinn (1997) who states that an actor's behaviour when faced by an ethically sensitive business issue will be their personal ethics but that the judgement based on personal ethics will be moderated by psychological and situational variables. Thus, a person with good technical training but who lacks these values will easily fall into the temptation of using illicit means to achieve their goal at whatever cost. It is therefore important to forge person-

alities that are of the same calibre as the technical knowledge and skills of the person.

Most anti-corruption programs rely on legal and financial institutions— judiciary, police and financial auditors—to enforce and strengthen accountability in the public sector. The tacit assumption is that more and better enforcement of rules and regulations will reduce corruption. However, in many poor countries, the legal and financial institutions are weak and often corrupt in themselves (Svensson, 2005). To date, little evidence exists that devoting additional resources to the existing legal and financial government monitoring institutions will reduce corruption. Alternative approaches to fighting corruption therefore must be used and literature has shown that ethical decisions begin at the individual level.

RESEARCH METHODS

This study was conducted using qualitative techniques. Information-rich participants with vast experience from the industry were purposefully selected. Data was collected using in-depth interviews and analysed using thematic analysis. The interviews were carried out in March 2015.

Data was gathered from seven respondents, two of whom were Architects and five Quantity Surveyors. They were chosen based on experience, role in the industry and specific role played in deploying ethics. Thus, using the Institute of Quantity Surveyors of Kenya (IQSK) Professional Excellence awards, three consultants who had received awards in different categories were interviewed. One received a lifetime achievements award, the second; role modelling in education, and the third; role modelling younger generations and innovation. Two respondents were from the Ministry of Public Works and had overseen registration of contractors; whilst among the other two, one was the registrar of the regulatory body for Architects and Quantity Surveyor and the other had in the past sat on the ethics committee of the same body.

The main purpose of the interviews was to find out perceptions on the predominant ethical issues in the industry, their impact on performance and how to resolve them. Participants were asked about unethical incidents encountered, how these impacted on performance and what could be done to improve the situation.

RESULTS

Background information was collected through introductory questions that covered issues such as age, training background, work experience and typical day. 100% of those interviewed had over 20 years' work experience. All of them had worked for the same organisation or firm for the whole of their working life. The participants were predominantly male, with only one female. Three of the respondents had their own private practices, three were civil servants while one worked in a public university. The results collected under the different themes are presented in **Table 1**.

The general ethical issues that emerged in both private and public sectors could be summarised as follows: collusion, lack of delivery of professional services by consultants, supplanting of colleagues, issues regarding fees and payment of wages and gaining of unfair advantage. These problems are elaborated further in **Table 2**.

Most common ethical problems

There was a general agreement in the perceptions of the respondents that professionals did not do their work well. Many cases of poor quality, be it of drawings or materials or workmanship, were reported by the respondents. Other signs of lack of professionalism included lack of attention to details, inadequate designs, inflated bills of quantities, delayed final accounts, inadequate site investigations; etc.

Table 2 displays the most common ethical problems faced in the industry. They were classified into lack of delivery of professional services, lack of honesty, collusion, lack of fairness and societal influence.

There was also the problem of a lack of honesty on the part of consultants; this was manifested in fake registration, unfinished details, inflated bill of quantities, making up of non-existent quantities, non-performance of their duties, poor performance, supplanting other professionals and undercutting of fees. A major issue that was also mentioned was fees. Either the lack of payment of fees or unfair wages, or not paying on time pushes consultants to corrupt deals and contractors to shortcuts which in turn compromises the project.

Collusion was a most common ethical problem across all those interviewed. This collusion was



TABLE 1: Thematic presentation of results

Sector	General ethical issues	Impact on performance	Suggestions on how to improve
Private practice	Lack of quality drawings, lack of honesty on part of architect, kick-backs, unfair gain, under-cutting, collusion with corporate client, cooking quantities, lack of delivery of professional services, lack of attention, supplanting other consultants, lack of payment of fees, inadequate designs, collusion, inflated BQs Society is rotten Greed	Abandoned jobs, Increased cost, budget, poor returns on investment Good work=happy client=more work	Top down approach starting with individual Discipline in the youth, Train on ethics, improve economic situation generally, teach values in family Participation in professional activities Role modelling, docility, teachability, change of attitude, thoroughness, create atmosphere of trust, resolve disputes amicably
Public works	Fake registration letters, forged documents, non-performance, unfair wages, under payment of consultants, collusion between consultants and contractors, poor performance by contractors, inadequate capacity, poor quality works, inadequate designs, delayed payments, poor quality materials, over specification, inadequate site investigation, unfair distribution of fees, supplanting, getting involved in a personal relationship with client, poor workmanship, unprofessional conduct, delay of final accounts, undervaluation, not sharing information, not formalizing instructions, poor designs, inadequate details	Increased costs	Embrace religion, pay fair wages, consultancy fee. Sensitization. Change personal attitude. Change societal attitude Education, role modelling, celebrating achievements. Revision of laws, close interaction of professionals, teach ethics earlier like in University, making it mandatory to belong to a professional association
University level	Peer pressure, lack of commitment, lack of solid foundational formation	Delays, poor quality work	Mentoring of young professionals, sensitization on ethical issues, giving examples of case studies both good and bad, positive codes of ethics

Source: Fieldwork 2015

between consultants and contractor, consultants and client representative, contractor and client or all of them. And it took many forms, for instance inflating claims, making up of quantities, inflated bills of quantities, over-specification and so on. There was always someone trying to gain an unfair advantage from the project by colluding with another.

Finally, there was a common agreement in perceptions that society at large does not help in the fight

against corruption and unethical practices. If the environment in which one operates is already corrupt, then it poses difficulty in attaining a certain level of ethics in construction.

Impact on performance

Respondents' opinions on the impact of unethical behaviour on productivity were sought. **Table 1** displays the most common responses. The major impact was increased costs on the budget of the project. Corrupt deals also affect time to the ex-

TABLE 2: Common ethical problems

Ethical problem	Manifestation in practice
Lack of delivery of professional services	Lack of quality drawings, inadequate designs, delayed payments, poor quality materials, inadequate site investigation, over specification, poor quality works, delay of final accounts, poor workmanship, unprofessional conduct, lack of attention to details, inadequate designs, inflated bills of quantities.
Lack of honesty	Fake registration, kickbacks, unfair gain, undercutting, made up quantities, abandoned jobs, poor performance, supplanting, forgery, inflated bills, making up figures
Collusion	Collusion with client, consultants and contractor
Lack of fairness	Delayed payments, lack of payment of fees
Societal influence	Desire to get rich quick, peer pressure

Source: Fieldwork 2015

tent that projects are sometimes abandoned and lastly, unethical behaviour compromises quality of the project especially where there is poor quality materials or workmanship.

How to improve ethics

Respondents were asked to suggest ways of improving ethics amongst professionals. The responses can be divided into three levels, at the individual level, at professional level and societal level.

At the individual level the suggestions were that there was a need for discipline especially among the youth, and the trait of teachability was needed. Change of attitude was also key to being ethical.

At the professional level there was need to pay fair wages so that professionals and workers do not fall into the temptation to enter dubious deals to meet their needs; training on ethics was important and it needed to start early at the university level; participation in professional activities also brings professionals together and reduces such things as supplanting; role modelling of young professionals from older ones and creating an atmosphere of trust. There was also a suggestion to revise professional codes of ethics so that they are stated more positively and not just a list of prohibitions.

At societal level, there was need to improve the economic situation of workers and pay fair wages because this is what drives people into unethical conduct; change of societal attitude and people need to embrace religion and a countrywide revolution starting with the leaders. There was also the pertinent issue of instilling values in the youth

especially from the family because that is where a person is formed best.

Personal Ethics

This theme had to do with personal values that consultants attached to work and ethical issues of a personal nature that they had experienced. Table 3 outlines what issues the respondents perceived as personal ethics. It was surmised from the respondents that the issues related to integrity, character, values and societal influence.

Personal character of the actors was perceived to be a major issue under personal ethics. Values were also considered to be important especially as far as personal morals were concerned. Lack of honesty was a trait that cut across all the sectors. It was obvious that society plays a major role in how professionals turn out, right from when they are

TABLE 3: Personal ethics

Pertinent issues	Manifestation
Integrity	Commitment, loyalty, lack of honesty, breach of trust, fraud
Character	Personal character, arrogance, moral character, personal gain, firmness, prudence, lack of discipline
Personal values	Lack of personal morals, family upbringing
Societal influence	Corruption, greed, peer pressure, upbringing, amassing wealth, bribery, quick money, culture

Source: Fieldwork 2015



students wanting to simply use others as a stepping stone, to professionals who want to make quick money. Generally, moral character and integrity were thought to be important values in fostering personal ethics. And these values needed to be instilled when one was still growing up, in the family.

An interesting point that was raised by only one respondent was the issue of being firm and fair in dealing with clients and colleagues. *“I had to leave the project at some point, because I could not continue working in that way. Eventually, the award was given to the lowest bidder as I had advised, and this enabled the project to be finished within budget,”* (Respondent). This is an aspect of fortitude and prudence.

Peer pressure and societal influence especially the *get rich quick* attitude was an indication of how easily swayed consultants could be, especially the younger ones. The pressure to want to be like others and show off often lures consultants into corrupt deals. *“There is an attitude, not just in our profession but in the whole country, you know, quick money. And that tends to encourage a lot of people taking shortcuts”* (Respondent).

Table 4 shows cross-theme linkages made from the data collected. Sometimes, a theme correlated with more than one predetermined theme. For example, collusion, came not only under general ethics but also personal ethics.

A general lack of honesty cuts across all the themes and this is manifested in not doing work well, making up of quantities, inattention to details and so on as shown in **Table 1**. In summary, the following issues were evident:

Collusion is prevalent in the industry;

There is a general lack of honesty amongst construction professionals;

Non-payment of professional fees, delay of payments and unfair wages often drive consultants to find ways of compensation through the project itself;

Peer pressure and the desire for quick money is also a factor in getting involved in unethical practices; and

Each one's personal character and life goals determines how they conduct themselves as professionals.

TABLE 4: Cross -theme linkage

Respondent	General ethical issues	Personal ethics	Impact on performance	Suggestions on how to improve
Respondent 1	Lack of honesty, collusion, society	Lack of discipline, societal values Family	Abandoned jobs, Increased costs	
Respondent 2	Mentoring	Personal character matter, value of example	Lack of honesty	Mentoring
Respondent 3	Forgery, unfair wages, underpayment of consultants, collusion	Lack of honesty, peer pressure, lack of personal morals	Inflated costs	Pay fair wages, consultancy fee Change personal attitude
Respondent 4	Delayed payments	Society		Role modelling
Respondent 5	Unfair distribution of fees	Lack of honesty, peer pressure, collusion, greed	Personal life objectives	
Respondent 6	Lack of payment of fees Collusion	Bribery, quick money Its a culture Societal influence		
Respondent 7	Collusion, desire to be rick quick			Role modelling

Source: Fieldwork 2015

DISCUSSION

The major finding of this study is that there are myriads of unethical practices amongst consultants and construction participants that are a rich source of opportunity for corrupt practices. Collusion between consultants and contractors and between consultants and clients or their representatives is rampant. This finding is in line with literature (Ashrafi, 2003; Collier & Hoefler, 2005; London & Everingham, 2006; Vee & Skitmore, 2003), where collusion was found to be one of the unethical problems. This collusion is caused by several factors; with the main ones discussed below.

Poor payment of consultants who feel the need to compensate their poor pay through the project by inflating costs, or over pricing the bills of quantities or over pricing claims. Poor payment also covers instances where the client as the developer does not pay the contractor on time for work done. This then prompts contractors inflate costs to cover for their losses. Poor payment is also in form of poor wages by employers, especially junior employees. Gichure (1997) states that humans have a moral obligation to the attainment of virtue and rejection of vice; however, it is difficult for anyone to dedicate himself or herself to this task unless at the same time human material means are also satisfied simultaneously. If employers continue to pay their workers who handle big projects poorly, then cases of corruption will continue. Poor payment must be investigated therefore, to avoid situations where consultants want to feed off the project.

A cursory look at the findings also shows that a major cause of lack of personal ethics is a lack of honesty which is manifested in myriads of activities, from inflated costs, to not giving attention to a professional job. Another hinderance of personal ethics lies in the desire to get rich quick which also extends to general ethics. This causes persons to go to great extents to make sure they get rich with a consequence on the projects. Morality according to Aristotle starts from working on one's character. As Gichure (2008) states, from that internal disposition it then transpires in interpersonal relations. Thus, to be able to tackle this problem exhaustively, a change in character would be needed, in other words, acquisition of virtues.

One finding that may be deduced from the data was the personal characters of the respondents.

What made them more successful in their projects; there is pride of work, consistency, prudence and fortitude in handling projects and mentoring others. This has had a positive influence on not only their profession but also that of others. This is supported by the virtue ethics theory. Solomon (1999) states that our virtues (and vices) make us who we are.

Suggested ways to fight corruption included personal values such as honesty, integrity and embracing religion. Many also felt that teaching professional ethics only after one has become a professional is not sufficient and that these values needed to be instilled into students before they became professionals. Integrity, honesty, hardwork, commitment and desire to learn are values that employers look for in the people they recruit. One of the subjects interviewed when asked how best to combat corruption in the industry said, "*Corruption is a societal problem and to deal with it we have to begin as far back as the family because that is the cell unit of society*". It can be seen here that personal values manifested in character are important if corruption must be eliminated. This finding agrees with what London & Everingham (2006) state in literature that it would be hard to attain professional ethics without personal ethics.

Lack of attention to personal ethics will lead to corrupting tendencies. All the unethical practices are what lead to corrupt deals thus to combat them, there is need to cultivate ethics at a personal level. Lack of honesty, greed, the desire to make quick money are all incentives to drive construction participants in to corrupt practices such as kickbacks, collusion, supplanting; etc. And these practices turn into a vicious cycle because one who experiences this in one project then will want to compensate with another project and the trend goes on and on. As stated by Wells (2014), corruption is a function of opportunity and inclination. When such practices are readily experienced, it is hard to root out corruption. Punitive measures can help but until people see the need to act upright, these practices will not stop. The only way for them to stop is to sensitize people on the meaning of happiness, human flourishing which is not necessarily fulfilled by money alone. First of, employers should pay well so that workers are not tempted to get into corrupt practices. Apart from that there is need to cultivate virtue and per-



sonal ethics amongst participants. As Zemugliene (2013) states, a person's behavior is determined by individual personality and socialization which represent their ethical system.

In the study, it was also apparent that a person who has integrity and is guided by personal values will hardly contravene professional ethics. As Gichure (1997) points out, moral obligation commences in the interiority of the individual and only secondarily does it feature as a requirement of social norms or social feeling. If a norm were to oblige only because of the social feeling of the community, then the force behind its obedience would not be interior but rather a fear of external punishment or the desire for the external reward.

CONCLUSION AND RECOMMENDATIONS

This paper has examined the problem of corruption. The review of literature has shown that solutions to corruption are mostly reactive. The collected data has shown the unethical practices in construction that render the industry more prone to corrupt practices. Most of those unethical practices originate with the individual. This paper postulates that the task of rooting out corruption goes deeper than just prescribed systems and policies. It requires a whole change in outlook, in how people do things and why. And the starting point is with the individual.

The problem of corruption is not an easy one to solve, especially in the public sector. As may be seen, to be able to root it out would require a system overhaul, a long process that may go beyond just stringent rules. However, a few pointers may be put in place that will make it harder or unattractive to be corrupt. The study recommends recruitment of upright people and training on ethics and virtues right from the University level. A mentoring system needs to be developed in the industry where younger people can learn from older. Finally, workers in the construction industry should be fairly remunerated to be able to sustain their needs and timely payment of professionals is recommended.

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