

**ETHICAL PROCUREMENT PRACTICES AND CORPORATE REPUTATION IN
KENYAN PARASTATALS**

BY

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**MASTER OF BUSINESS ADMINISTRATION
(PROCUREMENT AND SUPPLIES MANAGEMENT)**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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MARCH 2025

DECLARATION

“I declare that the work in this dissertation has not been previously published or submitted elsewhere for award of a degree. I also declare that this my own original work and contains no material written of published by other people except where due reference is made, and author duly acknowledged.

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Date: 7th January 2025

I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

The current study sought to fill this gap by holistically investigating the role of ethical procurement practices and corporate reputation in Kenyan parastatals. In particular, the study concentrated on procurement procedures that are transparent, ethical in terms of secrecy, professional in terms of procurement, and honest in terms of procurement. There are 187 parastatals in Kenya which was the target population. Census of all 187 heads of procurement department was done. The study used a descriptive research design to conduct the research. For the purpose of this study, primary data from both predictor variables and the dependent variable was utilized. This information analyzed was acquired through the utilization of a Likert questionnaire that is closed-ended and has five points. In order to provide respondents sufficient time to finish filling out the surveys, they were distributed in a format that allows them to manage their own administration. It is the intention of this prolonged duration to suit the demanding schedules and shift work of the participants, which analyzed ultimately result in an increased possibility of a higher response rate. The use of a multiple regression model was implemented in order to evaluate the degree of consistency that exists between the variables that are dependent and those that are independent. The analyzed data was presented in the form of tables that exhibit percentages throughout the presentation. The purpose of this presentation approach is to make the interpretation and comprehension of the findings of the research easier to accomplish. In order to carry out the statistical tests, a significance level of 5% and a confidence level of 95% was utilized. The correlations results showed that procurement transparency and corporate reputation are positively and significantly associated. Confidentiality ethical practice had a positive beta value which was statistically significant. The study concluded that increasing procurement transparency in Kenyan parastatals or corporations would lead to improved corporate reputation. The analysis of responses from procurement professionals suggests that procurement professionalism had a beta value which was not statistically significant. Based on these findings, this study concluded that as procurement confidentiality increase corporate reputation also tends to increase. Integrity in procurement practice had a positive beta value that was highly significant. Also, this study concluded that procurement professionalism does not significantly contribute to explaining the corporate reputation. Based on these findings, this study concluded that as integrity procurement practice increase corporate reputation also tends to increase. Organizations should prioritize the development and communication of well-defined confidentiality regulations and processes. Future studies should consider exploring additional variables that could have a significant impact on the dependent variable. Moreover, researchers may benefit from employing alternative modeling techniques or conducting qualitative investigations to uncover deeper insights into the underlying factors contributing to the unexplained variance.

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Figure 4. 1 Response Rate**Error! Bookmark not defined.**

ACRONYMS AND ABBREVIATION

BMW	Bayerische Motoren Werke
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
KNH.	Kenyatta National Hospital
OECD	Organisation for Economic Co-operation and Development
UK	United Kingdom
UNOPS	The United Nations Office for Project Services
USA	United States of America

DEFINITION OF TERMS

Confidentiality Procurement Practices	It pertains to the preservation of the organization's commitment to employees regarding the handling, management, and dissemination of the company's identifiable private information (Sacconi, 2010).
Corporate Reputation	It is the public's perception of a company, based on its history, interactions, and future prospects.
Ethical Procurement Practices	They are standard criteria that supply chain experts and organizations should implement to guarantee an impeccable supply process (Kaptein, 2008).
Integrity Procurement Practices	It denotes the adherence to ethical standards and moral principles of honesty, professionalism, and righteousness, serving as a fundamental element for assuring fairness, non-discrimination, and compliance in the public procurement process (OECD, 2016).
Procurement Transparency Practices	It means that information on the public procurement process must be available to everyone: contractors, suppliers, service providers and the public at large, unless there are valid and legal reasons to keep certain information confidential (United Nations Procurement, 2012).
Professionalism Procurement Practices	They are the ethical standards, competence, and management practices that ensure transparency and accountability in the process of acquiring goods, services, and works by governments and state-owned enterprises (Mahonda, Mwonge, and Naho, 2022).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Ethical procurement practices have gained prominence as a critical factor in ensuring transparency, accountability, and fairness in organizational purchasing activities, particularly within public sector entities such as parastatals. Kenyan parastatals, which are government-owned corporations tasked with delivering key public services and driving economic growth, operate in a complex environment where procurement decisions significantly impact operational efficiency and public trust (Ngugi, 2018). Due to the public nature of their funding, these institutions are under constant scrutiny to uphold ethical standards in procurement processes to prevent corruption, mismanagement, and abuse of public resources (Muriuki & Muturi, 2017).

The Kenyan government has implemented several legal and regulatory frameworks to institutionalize ethical procurement, notably the Public Procurement and Asset Disposal Act (2015) and the establishment of the Public Procurement Regulatory Authority (PPRA). These frameworks are designed to promote transparency, fairness, and competition in public procurement, which are essential pillars of ethical procurement practice (Public Procurement Regulatory Authority, 2016). Despite these regulations, challenges such as corruption, nepotism, and lack of transparency have persisted, undermining public confidence and adversely affecting the reputation of parastatals (Kariuki, 2020).

Ethical procurement practices encompass a range of principles including transparency in tendering, fairness in supplier selection, confidentiality of sensitive information, integrity in contract management, and professionalism among procurement officers (Ogolla & Muathe, 2019).

Adherence to these principles ensures that procurement processes are conducted in a manner that maximizes value for public funds while mitigating risks associated with unethical behavior. This is especially vital for Kenyan parastatals, where procurement accounts for a significant portion of operational expenditure and where the misuse of resources can have far-reaching consequences on service delivery (Wangari & Wanyoike, 2021).

Corporate reputation, defined as the collective perception of an organization's reliability, integrity, and performance by its stakeholders, is increasingly recognized as a key outcome of ethical organizational behavior (Fombrun, 1996). For Kenyan parastatals, maintaining a strong corporate reputation is crucial for securing government support, attracting investment, and fostering public trust (Ndiritu & Kamau, 2018). Research has shown that unethical procurement practices can severely damage organizational reputation, leading to loss of stakeholder confidence and reduced operational effectiveness (Kiprono & Nyaribo, 2019).

A corporation's reputation is comprised of a number of factors, such as the quality of its products and services, the quality of its customer service, the identity of its brand, its internet presence, the behavior of its employees, and its financial stability (John and Balmer, 2023). Reputation of a corporation is essential to preserving the trust of stakeholders in developed economies such as the United States of America, Japan, and the United Kingdom. According to the findings of a recent study (Smith, 2019), the reputation of a corporation is increasingly impacted by factors such as ethical behavior, transparency, and activities related to social responsibility.

According to Mayer (2020), major firms in Germany, such as BMW and Siemens, have strong corporate reputations that are founded on good engineering, environmental practices, and

strategic thinking. BMW is widely recognized for its dedication to the pursuit of innovation and luxury in the automobile industry. The company has maintained the confidence of its stakeholders by maintaining open communication and adhering to ethical business practices.

Siemens, a leading organization in industrial production and energy solutions, places a strong emphasis on environmental efforts and community involvement, which helps to strengthen the company's reputation for good corporate citizenship (Wang, Miao, Su, Chen, Wu & Wang, 2019). While actively participating in environmental stewardship, these firms place a strong emphasis on the happiness of their customers and the welfare of their employees. As a result, they have a positive impact on stakeholders across a wide range of industries and geographical locations.

There are companies in Brazil such as Natura and Petrobras that are making attempts to improve their reputation by engaging in environmentally responsible practices and being involved in the community. The cosmetics company Natura has garnered praise for its dedication to the preservation of biodiversity and the principles of fair trade (Silva, Santos, & Tenreiro, 2019). The company places sustainability in the environment and ethical sourcing at the forefront of its business practices. Petrobras, a prominent oil corporation, has implemented steps to increase transparency and governance in response to previous issues.

It is essential to have a good business reputation and the trust of stakeholders in order to successfully manage the various socio-economic contexts that exist in Sub-Saharan Africa. According to research conducted by Ogutu and Ochoti (2018), businesses in countries such as South Africa and Kenya are boosting their reputations by meeting the needs of the local community, fostering openness, and adhering to ethical standards.

Companies such as Safaricom and Equity Group Holdings are recognized in Kenya for the tremendous impact they have had on the reputation of corporations and the confidence of stakeholders. Mobile payments were revolutionized by Safaricom, a telecoms company, with the introduction of M-PESA. This enabled millions of Kenyans to gain access to financial services and empowered them through the implementation of innovative digital solutions (Oduor, 2020). As a result of the company's dedication to ethical governance and environmentally responsible business practices, the company's reputation as a pioneer in Kenya's corporate sector has been strengthened. In addition to pushing for financial inclusion and social empowerment through programs that meet community needs and drive economic growth, Equity Group Holdings, a major banking organization, places a high priority on transparency and customer-centric services (Kagwiria, Namusonge, and Kabare, 2017).

These businesses overcome challenges such as shifting regulations and volatile market conditions by utilizing technology and forming strategic partnerships in order to boost the confidence of stakeholders and maintain long-term success in Kenya's highly competitive market environment (Keelson, Cúg, Amoah, Petráková, Addo & Jibril, 2024). It has been suggested that the reputation of a company can be broken down into three key domains, which are as follows: Reputation of the management, reputation of the company's finances, and reputation of the product.

1.1.1 Ethical Procurement Practices

The implementation of ethical procurement procedures is a standard set of standards that supply chain professionals and businesses ought to apply in order to ensure an impeccable supply process (Salil, Musau and Kurere, 2024). A significant level of integrity, the avoidance of conflicts of

interest and personal benefit, equitable treatment of suppliers, and total adherence to legal and ethical criteria are all necessary components of ethical procurement procedures.

Due to the evolution of procurement, procurement procedures have been brought into alignment with the emerging trends that are occurring in the corporate environment. Electronic procurement methods have sped the move from traditional procurement processes, which are defined by manual paperwork, to electronic procurement methods. This change has been hastened by emerging trends such as E-procurement. The Integrated Financial Management Information System (IFMIS) is now being utilized by county governments in Kenya in order to carry out their administrative procedures for purchasing goods and services (Gichuhi & Muna, 2024).

The Kenyan government implemented public financial reforms that included the use of IFMIS for all government procurements. These changes were implemented in order to impose internal control mechanisms, boost capacities, and improve monitoring institutions. According to Khemani (2015), this system is highly regarded as a component of comprehensive reforms introduced into the management of public finances with the intention of improving the processes of budget planning, accounting, reporting, and auditing.

Nevertheless, despite the fact that IFMIS is a cutting-edge technology, it is not devoid of significant challenges and difficulties. IFMIS users have been accused of committing fraud, payments to service providers have been delayed, and procurement services have been delayed. These are all significant difficulties. Individuals who held high-ranking positions inside an organization that falls under the Ministry of Health made an attempt to steal thirty million Kenyan shillings by manipulating the IFMIS system (Matata & Wafula, 2020). As a result of accountants processing payments to six phony firms, the planned theft of public funds was discovered and

prevented from occurring. It's possible that this indicates that certain corrupt authorities are working together with criminals to steal money from the public coffers.

A procurement process that adheres to ethical standards requires transparency, responsibility, honesty, professionalism, and confidentiality. According to Mbithi and Wasike (2019), transparency ensures that all procurement activities are carried out in an open manner, providing stakeholders with access to vital information that has the potential to foster confidence and increased accountability. On the other hand, accountability requires procurement officers to justify their choices and actions, which ensures that public resources are utilized in a responsible and effective manner (Mchopa *et al.*, 2019). For the final point, it is vital to maintain confidentiality in order to protect sensitive information, such as data pertaining to suppliers, in order to avoid conflicts of interest and corruption (Sengbeh, 2015).

Being open and honest is what we mean when we talk about transparency. According to the Organization for Economic Co-operation and Development (OECD) (2023), information concerning public procurement must be accessible in a manner that is accurate, trustworthy, and systematic. Furthermore, it emphasizes that transparency encompasses debriefing and communication in order to develop a connection with bidders that is founded on trust, so ensuring that the process is carried out in an equitable manner.

Additionally, transparency can be demonstrated through a variety of practices (Scott & Albert, 2021). These practices include the publication of procurement manuals, the advance dissemination of procurement plans, the advertisement of tender notices, the disclosure of evaluation criteria in solicitation documents, the publication of contract awards and prices paid, and the release of supplier sanction lists. Transparency can be achieved through the use of a

competitive bidding process that is both transparent and fair. Specifically, this refers to the process by which a number of potential service providers or suppliers submit bids or proposals for government contracts.

According to Sacconi (2020), confidentiality refers to the maintenance of the organization's commitment to its personnel with regard to the process of handling, managing, and disseminating the identifiable private information of the company. According to Wilson (2010), the exposure of company information presents a substantial barrier to procurement efforts. This is because improper handling of the information may provide competitors an advantage in the marketplace. Safeguarding the sensitive information of suppliers and ensuring that it is not shared without authorization are both essential components of maintaining confidentiality in the procurement process. According to Sacconi (2020), maintaining secrecy in public procurement is necessary in order to prevent the exploitation of supplier information, which in turn reduces the likelihood of unethical behavior and corruption during the procurement process.

It is generally acknowledged that public procurement is a profession that makes a significant contribution to the efficient management of public resources. This is accomplished through the implementation of measures such as the secure preservation of procurement records and the request for approval from suppliers before disclosing information to third parties. Throughout the course of the last ten years, reform attempts have regularly passed through cycles. This is due to the fact that public procurement has seen major modifications in terms of its objectives, criteria, and capacities. In addition to financial resources, staffing ratios (such as the ratio of procurement specialists to contract actions) are also taken into consideration.

Procurement has been identified as a sector that is susceptible to inefficiency and corruption by a growing number of countries, which has led to recent moves to incorporate procurement into a more strategic framework of governmental operations (Harrison, Ferrell, Ferrell & Hair, 2020). Because of this, some countries have begun to recognize procurement as a strategic profession rather than only an administrative function. This involves the establishment of defined criteria, restrictions, and prohibitions in order to guarantee that public funds are utilized for the reasons for which they were intended. This will allow public authorities to adapt to a dynamic environment and reduce the likelihood of corruption (Parsons, 2021).

According to the Organization for Economic Co-operation and Development (OECD), integrity is defined as the observance of ethical norms and moral principles, such as honesty, professionalism, and righteousness. It is an essential component in the process of ensuring compliance, non-discrimination, and fairness in the department of public procurement. (Froystadd, 2021) The risks associated with bribery and corruption in the procurement process are receiving more attention in the field of development financial assistance. For the purpose of promoting sustainable development, numerous economies, particularly those in developing nations, receive substantial money from global governing institutions such as the World Bank and the International Monetary Fund. Nevertheless, the majority of these funds are stolen by public officials who are accountable for monitoring the activities of the government.

1.1.2 Corporate Reputation

Corporate reputation is not a new neither in the academic world nor in the practical world (Pires & Trez, 2018). Corporate reputation is the cornerstone of a company's success and has a significant impact on various aspects of its operations and outcomes. It can be stated that corporate reputation

refers to the collective assessment of a company's credibility, trust-worthiness, reliability, and overall standing in the eyes of stakeholders (Baruah and Panda 2020) including customers, employees, investors, partners, regulators, and the public.

It represents the public's perception of how a company operates, the quality of its products or services (Radomir and Wilson 2018), its ethical standards (Leiva *et al.* 2016), and its impact on society and the environment (Maaloul *et al.* 2023). Nevertheless, the reputation literature can be categorized by disciplines where sociology has traditionally taken the collective assessment perspective, marketing the customer or end-user perspective, and economics and behavioural disciplines have emphasized stakeholders.

Corporate reputation can be seen as an asset that influences stakeholders (Tischer and Hildebrandt 2024), supports long-term growth and may or may not insulate against crises through certain mechanisms (Janssen *et al.* 2021). Building a strong reputation requires consistent performance, ethical practices, exploring corporate reputation and crisis communication and effective communication among all stakeholder groups (Taghian *et al.* 2021).

Proactive management of reputation can help mitigate risks and ensure sustained success (Singh 2021). Corporate reputation as a concept has evolved over time (Dowling 2016a, b), reflecting changes in societal values (Balmer, 2022), business environments (Rodrigues and Franco 2019), communication technologies (Johnston and Everett, 2022), and stakeholder expectations (Donnelly and Wickham, 2021).

This evolution is visible along with business transformation through industrial revolutions (Balmer and Yen 2016), globalization and digitalization (Hamidi *et al.* 2023), resulting in the evolution of corporate reputation. Corporate reputation has evolved from early reflection of

quality, reliability, and personal reputation to being a complex, multidimensional asset shaped by ethics, stakeholder relations, global responsibility, and real-time feedback.

Good corporate reputations are essential not just because of the potential for value creation that they offer, but also because of the intangible nature of these reputations, which makes it significantly more difficult for rival businesses to replicate themselves. It has been demonstrated in the literature, for example by Pires and Trez (2018), that a positive corporate reputation can have an effect on the performance of a business, and that the opposite relationship is also appropriate. According to Li, Chen, and Ma (2016), the company reputation was evaluated based on the brand image, social responsibility, innovation capacity, and staff quality dimensions.

Studies exploring the link between ethical procurement and corporate reputation in Kenyan parastatals highlight a positive relationship, suggesting that firms which uphold higher ethical standards in procurement tend to enjoy better reputational outcomes (Muturi & Mumbi, 2020). This relationship underscores the importance of embedding ethical principles not only as compliance requirements but as strategic drivers of organizational success. Consequently, strengthening ethical procurement practices can serve as a catalyst for enhancing corporate reputation, thereby contributing to the overall sustainability and performance of Kenyan parastatals.

This study seeks to build on existing literature by examining the extent to which ethical procurement practices influence corporate reputation within Kenyan parastatals. Understanding this relationship will provide critical insights for policymakers, procurement professionals, and management to develop more robust frameworks and practices that uphold integrity and foster stakeholder trust.

1.1.3 Kenyan Parastatals

In the beginning, the colonial authority of Kenya organized the establishment of parastatals in order to supply the white settlers with the necessary services. There was a general trend toward discouraging indigenous Africans from engaging in economic activities like as trading and producing cash crops. Parastatals in Kenya are founded in accordance with the state company act (cap446), which grants them autonomy. The objectives of parastatals typically involve both the organization and the country as a whole.

According to Wambua (2005), the GDP contribution of the parastatals sector was 11% between the years 1986 and 1990, and it is responsible for the creation of thousands of employments. Each of the eight governments has used strategic planning. According to Beyene and Ootobo (2024), one of the most significant issues that Kenyan parastatals face is that they are unable to generate an adequate amount of working capital on their own. Furthermore, they have shown a limited capacity to finance new or replacement investments, or even to maintain investments that are already in place. As a result of this pattern of unsuccessful performance, proposals have been made for the privatization of Kenyan parastatals. In the past several years, the government of Kenya has been working to undertake a number of changes in the health sector. One of the most important aspects of the reform agenda has been the strengthening of health systems, which has been accomplished with the assistance of the Kenya Medical Supplies Agency (Patrick, 2020).

As part of this effort, the national government is provided with assistance in formulating critical policies and guidelines, and counties are provided with assistance in better planning, managing, and financing quality health services in order to fulfill the requirements of the local

community (Kinyanjui, 2022). KEMSA has provided improved stock management by means of computer software, as well as infrastructure for temperature and humidity controls, and has also hired professional personnel in the area of supply chain management. As stated by the Kenya Public Procurement and Oversight Authority in 2007, the military industry is one of the sectors that is susceptible to manipulations of this kind.

1.2 Statement of the Problem

The Ethics and Anti-Corruption Commission (EACC), conducted the National Ethics and Corruption Survey (NECS) 2023 to provide data on corruption and unethical conduct in order to generate indicators focusing on trends, magnitude, likelihood, prevalence, and impact of corruption and unethical conduct in the country. In the NECS 2023 Report, 60 percent of the respondents were dissatisfied with integrity, transparency and accountability in public service delivery in Kenya. the report highlights that the reputation of most government agencies including these parastatals has negatively been impacted by high level of corruption.

In some parastatals like KNH, there were loopholes for unethical practices that were discovered during an assessment of systems, policies, and procedures (Patrick, 2020). It was advised that the loopholes and vulnerabilities in operating areas within KNH be sealed. There were also inconsistencies in the acquisition of pharmaceuticals and non-pharmaceuticals, as well as general malpractices in the operations of major institutions, which were substantiated by subsequent assessments and reviews carried out inside the KNH. Furthermore, according to the Global Corruption Report (2021), the Kenya National Health Service (KNH) has problems with conflicts of interest, a lack of accountability systems, a lack of transparency, and a lack of professionalism, which has led to the misuse and misappropriation of money that were intended to

alleviate disease. The resolution of such ethical concerns within KNH would result in cost reductions, which might then be allocated to the enhancement of health care and other initiatives aimed at alleviating poverty in Kenya.

Though there is plenty of literature on ethical procurement practices and corporate reputation, some of them for instance, (Okwedo and Muthini, 2024), (Musyoka, 2017) and (Kitheka, 2018) did not link ethical procurement practices to corporate reputation, leading to conceptual gap. This study seeks to address the gap by linking the two variables. Others were done in other countries, for instance, Mahonda, et el. (2022) and Olusegun, et el. (2018) creating a contextual gap that this study seek to bridge. None of the reviewed literature addressed ethical procurement within the parastatals in Kenya. The current study sought to fill this gap by holistically investigating the role of ethical procurement practices and corporate reputation in Kenyan Parastatals.

1.3 Objective of the Study

1.3.1 General Objective of the Study

The role of ethical procurement practices on corporate reputation in Kenyan Parastatals.

1.3.2 Specific Objectives

- i. To determine the role of procurement transparency practices on corporate reputation in Kenyan Parastatals.
- ii. To assess the role of confidentiality on corporate reputation in Kenyan Parastatals.
- iii. To establish the role of Procurement Professionalism on corporate reputation in Kenyan Parastatals.

- iv. To determine the role of integrity on corporate reputation in Kenyan Parastatals.

1.4 Research Questions

The study sought to answer the following research questions

- i. To what extent does procurement transparency affect corporate reputation in Kenyan Parastatals?
- ii. What is the effect of confidentiality ethical practice on corporate reputation in Kenyan parastatals?
- iii. How does procurement professionalism affect corporate reputation in Kenyan parastatals?
- iv. How does integrity affect corporate reputation in Kenyan parastatals?

1.5 Significance of the Study

1.5.1 General Public

Because of the significance of this study, its impact may not be limited to a single group of stakeholders, all of whom may derive significant benefits from this study. According to the opinions of other researchers, this study may contribute a substantial amount of new information to the existing body of knowledge to the public. To the respondents and the community in general, the findings may help them understand different ethical procurement practices and be able to monitor the procurement processes not just in parastatals but also in other public institutions like schools and county government.

1.5.2 Further Research

The findings of this study may be utilized by more researchers in the future in order to determine the factors that contribute to the instances of corruption that are frequently encountered in

parastatals. This study may also serve as the foundation for additional research conducted by a variety of academics who have a desire to expand their knowledge in this particular field or in a field that is related to it.

1.6 Scope of the Study

The scope of this study encompasses the area where the study was carried out, which is the area scope, the time scope which indicated the timeframe within which the study was carried and the area of interest where the researcher wanted to learn about. The study was about the role of ethical procurement practices on corporate reputation in Kenyan Parastatals with specific focus on procurement transparency, confidentiality, procurement professionalism and integrity. This study was conducted within Kenyan parastatals. The researcher collected the data from the employees of the Kenyan parastatals. This study was carried out within a period of 4 months. This was the period between the month of December 2024 to March 2025.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the pertinent literature regarding the role of ethical procurement practices and corporate reputation in Kenyan Parastatals. The chapter focuses on the theoretical literature, conceptual framework, empirical literature, research gaps, and an overview of the literature.

2.2 Theoretical Review

An assessment of survey books, scholarly articles, and other materials that are pertinent to a particular research issue is what Fink and Arlene (2014) mean when they say that a theoretical literature review is a methodical evaluation of these sources. This is done with the intention of providing a detailed analysis, a concise overview, and a critical evaluation of these works in relation to the research issue that is being investigated. Three different theoretical frameworks will serve as the basis for the investigation: The Rule Utilitarianism Theory, the Four Pillars Model, the Theory of Planned Behaviour, and Kant's theory are going to be the topics that will be explored.

2.2.1 Rule Utilitarianism Theory

Mill, John Stuart (1861), a brilliant British philosopher, is credited with developing this theory in the nineteenth century. The concept proposes that activities ought to be defined in accordance with the requirements of rules that would optimize either current or expected utility, in the event that those rules received broad approval or compliance. According to Simoes (2009), an action is

considered to be right just by virtue of the fact that it complies with norms that may be justified on the basis of utilitarian principles. In addition, he makes the observation that the usefulness of a person is not taken into consideration; rather, the implementation of the rule and the utility that it produces is taken into consideration.

Rule utilitarianism is based on three principles: the moral value of an action is evaluated based on the positive or negative outcomes that are derived from adhering to a moral guideline; individuals ought to adhere to a moral rule that yields superior consequences in comparison to alternative rules; and all moral rules that contribute to the greatest amount of happiness for the greatest number of people ought to be followed. As a result of the fact that procurement professionals are required to comply to the norms and regulations established in the PPDA of 2015 and the PPOA of 2006, which are aimed to increase transparency in the procurement process, this theory is utilized in the study.

In order to reduce the likelihood of allegations of unethical business activities and failure to comply with regulations, they are legally required to maintain fair competition and transparency (Hui, Othman, Normah, Rahman, & Haron, 2011). It is important to consider this concept while analyzing the effect that transparency has on the reputation of a company. It will therefore be used to guide the first objective, to determine the role of procurement transparency on corporate reputation in Kenyan Parastatals.

2.2.2 Deontology Theory

Immanuel Kant, who lived from 1724 until 1804, is often considered to be the most influential individual in the development of deontological theory. An ethical framework that is founded on principles and distinguishes between those that are right and those that are wrong. Deontologists

are people who believe that people should fulfill their responsibilities based on what is morally right, rather than for reasons that are hidden underneath the surface. As a result of the fact that the deontological framework specifies suitable behavior by means of obligations and moral principles (Jackson & Eunice, 2014), it is particularly relevant to our investigation.

Considering the implications of this concept, the significance of an act's morality might be discussed. For the sake of this investigation, the deontological theory will function as the underlying framework. When it comes to achieving efficiency and effectiveness in supply chain performance, particularly with regard to value for money, morality is absolutely necessary for a firm. Inconsistency and inefficiency in procurement activities would have a negative influence on supply chain performance if there were no guiding principles in place. As a result, businesses need to recruit and keep employees who adhere to ethical standards that are widely accepted and legal (John & Georgia, 2010).

According to Beachamp and Childress (2010), the significance of deontological ethics in regard to the issues that are posed by science and technology is not readily obvious. Due to the fact that the conventional obligations or principles contained within these theories are frequently abstract and occasionally pertain to personal ethics, it may be concluded that they are not suitable for conducting sophisticated inquiries inside technological fields. It is possible for deontologists to argue that, as a matter of personal ethics, one must never lie or steal, must make a contribution to charity, and must refrain from causing unnecessary harm to persons and animals (Darwall, 2010). In addition to being defended by religious, social, and civil institutions, as well as, in certain cases, by enlightened self-interest, these ideas are already deeply embedded in a great number of people. Although the results of an action could be positive, according to deontological perspectives, some activities are intrinsically unethical.

From a deontological perspective, activities are judged to be either ethical or unethical based on the actors' intentions or their obligations, regardless of whether or not they are enjoyable to humans. According to Jackson and Eunice (2014), organizations that adhere to legal and commonly accepted moral norms also use the deontological approach. This strategy involves the adoption of ethical regulations to prohibit unethical behavior at the organizational level. Deontology should have a significant influence on the evaluation of these practices to prevent reliance on the consequences of actions in these fields, as such consequences are frequently unpredictable and difficult to rectify (Velasquez, 2010).

This is despite the fact that the relationship between responsibilities and our practices in science and technology may be complex. Kenyan Parastatals are expected to protect the autonomy of the supplier and provide them with the ability to make decisions based on accurate information. It is a requirement of deontological ethics that Kenyan Parastatals maintain the confidentiality of its suppliers. This theory was therefore used to guide the second objective, to assess the role of Confidentiality Ethical Practice on corporate reputation in Kenyan parastatals.

2.2.3 The Theory of Planned Behaviour

According to Jiyun (2010), the theory of planned behavior (TPB) is an extension of the idea of reasoned action, which was initially developed by Ajzen and Fishbein in the year 1980. According to the Theory of Planned activity, human acts are often the result of a combination of intention and perceived behavioral control. Perceived behavioral control is a term that refers to an individual's evaluation of the ease with which they are able to carry out the activity in question. According to Mohammed (2010), Ajzen modified the theory of reasoned action to become the theory of planned

behavior by including perceived behavioral control as an extra factor in determining behavioral intention. This was done in order to widen the scope of the theory.

People are more likely to engage in actions that they consider to be within their control, while they are prevented from carrying out behaviors that they consider to be beyond their ability to control. One subfield of moral philosophy is known as ethics. This theory was therefore used to guide the third objective, to establish the role of procurement professionalism on corporate reputation in Kenyan Parastatals.

2.2.4 Kant's Theory

The ethical framework that Immanuel Kant (1724–1804) developed is known as Kantian ethics. Kant was the architect of his own ethical framework. The Categorical Imperative (CI) is an objective and unconditional direction that must be adhered to, according to Kant's theory, which proposes that the primary principle of morality is the CI. Reasoning that is founded on obligation is the essential means by which Kant's view is defined. People have a responsibility to act in accordance with ethical standards, which are characterized by moral guidelines that distinguish between right and wrong.

According to Ndolo and Njagi (2014), companies that adhere to Kantian ethics are those that continue to uphold a code of ethics and make efforts to avoid engaging in immoral behavior. The Kantian ethical framework maintains that our moral obligation is to act in accordance with universal moral law, and it contends that morality has its origins in reason. Establishing a code of ethical conduct is something that organizations ought to do in order to avoid ethical problems.

Eventually, a sense of duty and obligation will be more influential than the simple threat of rule compliance in determining whether or not an organization adheres to ethical standards and practices good governance. According to Jernaj and Rozman (2012), the successful implementation of ethical principles inside an organization is dependent upon the individuals within the organization being able to make effective choices and decisions.

All employees are needed to fulfill their obligations. It is the contention of Duran and McNutt (2010) that ethical codes and policies can be successfully established and implemented by adhering to Kantian ethical principles, which ought to be incorporated into the strategy of a corporation. According to McNutt (2010), the acceptance of a code of ethical principles necessitates the identification and allocation of obligations. This is due to the fact that the inability to carry out these responsibilities impedes the application of ethical principles.

According to Kant's theory, activities are considered to be morally acceptable if they are carried out of a sense of obligation and if the guiding principle of the action may be applied in a universal manner. The objective of Kant's thesis is to demonstrate that the feasibility of sovereignty and the purpose of sovereignty are intrinsically linked to the integrity of procurement practices. This theory was therefore used to guide the fourth objective, to determine the role of integrity procurement practice on corporate reputation in Kenya Parastatals.

2.3 Empirical Review

2.3.1 Procurement Transparency and Corporate Reputation

Okwedo and Muthini (2024) conducted a study with the objective of determining the extent to which ethical behaviors could have an impact on the procurement performance of sugar processing companies located in Western Kenya. The findings of the research suggested that there is a

statistically significant impact that openness has on the purchasing patterns of sugar processing businesses in Western Kenya. The conclusion that can be drawn from this is that the null hypothesis tested in the study was incorrect. Due to the fact that it made a large contribution to the changes in procurement performance, information and communication technology (ICT) was able to exert a significant moderating influence. It was observed that the regression coefficients for the relationship between procurement performance and transparency regarding information and communication technology (ICT) witnessed a substantial increase. A significant mediator was found to be information and communication technology, according to the conclusions of the study, which suggested that transparency had a substantial influence on the success of procurement strategies.

Musyoka (2017) conducted an analysis to ascertain the extent to which ethical procurement practices influence the organizational performance of animal feed manufacturing enterprises in Kenya. For this study, a total of 38 animal feed manufacturing businesses in Nairobi, Kenya were selected as samples. The data for this study were gathered using questionnaires, and the analysis encompassed both inferential and descriptive statistics, including frequency and measures of central tendency. The study's findings indicate that companies producing animal feeds have made considerable advancements in integrating ethical purchasing practices into their operations. The variables contributing to the effective procurement performance of these companies include competence and confidentiality. The study's findings indicated that animal feed manufacturers should prioritize continual training for their workers in procurement methods. This training should address the essential skills required for the department and the protocols implemented to ensure confidentiality is upheld. If an individual is found to violate these standards, there should be clear guidelines detailing the repercussions.

Kitheka (2018) aimed to examine how ethical procurement procedures influence the performance of state firms in Kenya. The study focuses on the Kenya Ports Authority, a singular state institution. The research was done with a sample of 153 persons, aiming to collect data from a population of 249 employees at the Kenya Ports Authority. The principal instrument for data collection in the study was questionnaires. Descriptive and inferential statistical approaches were employed to evaluate the data collected from the respondents. The study's findings indicate a positive association between the performance of the Kenya Ports Authority and the ethical principles used in the procurement process. These practices encompass integrity, transparency, and confidentiality. The study's findings indicate that the corporation should implement a quality assessment of the procurement process to enhance organizational secrecy. Moreover, it was indicated that an employee who breaches confidentiality restrictions is culpable of serious misconduct, leading to their termination from the organization.

The United Nations Procurement (2012) conducted a research on openness in public procurement. This study's findings indicate that the objectives of fairness, competitiveness, and economic value are paramount in public procurement. To achieve these objectives, it is essential to implement procurement methods that are both effective and efficient. This aspect encompasses the establishment of appropriate controls to promote competition and mitigate the risks of fraud, corruption, waste, and mismanagement of public funds. Based on the aforementioned evidence, transparency is frequently considered one of the most efficacious strategies for mitigating corruption and ensuring prudent financial expenditure. Transparency in procurement is mandated at every stage through the publication of procurement policies, advance dissemination of plans, advertisement of tender notices, disclosure of evaluation criteria in solicitation documents, announcement of contract awards and prices paid, among other activities. There is widespread

consensus that the efficacy of openness can be enhanced by empowering civil society monitoring and oversight organizations to examine procurement, as they serve a crucial role as watchdogs for public sector integrity. Oversight measures can effectively prompt early inquiries, mitigate contractual risks, enhance procurement and contracting procedures, ensure public officials' accountability, and fortify governance.

Kinyanjui (2010) asserts that openness is an effective instrument for tackling issues encountered by SMEs in public procurement. Lack of transparency hinders open competition in public procurement, facilitates corrupt practices, and may obscure other deficiencies in the procurement process. Transparency for SMEs yields concrete outcomes, such as time and cost savings in the identification and processing of bids, while also discouraging corruption and fostering an environment conducive to free competition. Transparency can enhance access to public procurement opportunities by disclosing, publishing, and disseminating information regarding available tenders. Enhanced clarity and transparency of standards and documentation can diminish the time needed for bid submissions, which can be especially burdensome for small and medium-sized firms (SMEs). This will conserve their precious time and resources. The concrete advantages will encompass cost and time reductions, leading to enhanced organizational effectiveness and efficiency, along with revenue growth stemming from access to new business prospects or markets.

Salil, Musau, and Kurere (2024) examined the impact of ethical procurement practices—namely transparency, confidentiality, and accountability—on organizational performance at KEMSA. The study investigates how fluctuations in lead time influence the correlation between these ethical practices and performance. A sequential explanatory mixed-method approach was utilized, focusing on 149 participants from essential departments within KEMSA. The data

gathering employed structured questionnaires, succeeded by descriptive statistics, regression, and moderation analyses. The research indicated that transparency and confidentiality positively affect performance, with transparency ($\beta=0.423$, $p=0.000$) identified as the most significant predictor. Accountability demonstrated a diminished, albeit affirmative, correlation. The moderating effect of lead-time variation was validated, since substantial alterations in R-squared values across regression models indicated its influence. The results indicate that KEMSA might improve performance by promoting increased transparency, confidentiality, and accountability, particularly by reducing the impact of lead-time variability. Future study should concentrate on investigating additional ethical factors, including fairness and declaration of interest, and their influence on procurement performance.

2.4.2 Confidentiality Ethical Practice and Corporate Reputation

A research project was carried out by Syengo (2015) with the purpose of determining the impact that ethical standards have on the performance of the supply chain at the Kenya Revenue Authority. Through the use of stratified sampling, the research was able to collect data from a sample of fifty-one people working for the Kenya Revenue Authority. According to the findings of the study, the Kenya Revenue Authority's procurement performance was significantly impacted by the level of confidentiality that was maintained throughout the tendering process and the technology. It was stated that the confidential information of the supplier was regularly disclosed to a third party without the authorization of the person who provided the information. Any individual who is found guilty of divulging this information should be subjected to severe punishments, since this is the recommendation. For the purpose of protecting the confidentiality of sensitive information, these procedures include legal prosecution and termination.

Additionally, Kyalo and Kitheka (2020) investigate the influence that ethical procurement practices have on the overall performance of Kenyan state-owned enterprises. In total, there were 249 individuals from different departments within the Kenya Ports Authority who were included in the study's target demographic. The method developed by Slovin was used to establish the sample size, which was 153, based on the population that was being studied. For the purpose of analyzing and interpreting the data, descriptive statistics and inferential statistics were applied, with regression analysis and Pearson correlation being the primary statistical methods utilized. Utilizing frequency distribution tables, the data was presented to the audience. A strong and favorable impact on performance was exerted by ethical procurement practices, specifically in terms of cost reduction and quality, as indicated by the findings of the study. These practices included procurement integrity, professionalism, secrecy, and transparency.

This study was carried out by Makali (2015) with the purpose of determining the extent to which ethical considerations impact the procurement practices of humanitarian organizations in Kenya. A group of seventy humanitarian organizations that were registered with the NGOs council served as the subject of the research. As a result of the small size of the population, the research was conducted in the form of a survey. Questionnaires were used to collect the data, and SPSS was used to analyze the data that was collected. According to the findings of the study, the essential factors that contributed to the success of these humanitarian groups were the ability to maintain confidentiality, maintain transparency, and maintain fairness in the tendering process. It is recommended that businesses take measures to ensure that their employees adhere to the highest possible standards of confidentiality. Any employee who is discovered to have disclosed sensitive information should promptly be terminated from their position at the company.

There was a study that was carried out by Simiyu et al. (2018) with the purpose of determining the effect that maintaining confidentiality as an ethical practice has on the efficiency of the supply chain in western Kenyan logistics and transportation enterprises. The investigation focused on a single G4s company as its primary focus. The research design that was utilized for the study was descriptive, and the population of 766 employees working for the business was the primary focus of the investigation. For the purpose of accurately representing the target population, a sample size of 262 employees was obtained. Both the researcher and the research assistants were responsible for delivering the questionnaires, which served as the primary tool for data collection. When analyzing the data that was obtained through the use of SPSS, descriptive statistics were utilized. According to the findings of the study, anonymity has a positive influence on the degree of success achieved in procurement. In addition, the report suggested that G4S firms make the promotion of confidentiality a priority in their procurement processes by providing their employees with training on the value of maintaining confidentiality.

2.4.3 Procurement Professionalism and Corporate Reputation

Tassabehji and Moorhouse (2008) conducted interviews with 18 senior procurement professionals in order to investigate the current situation of their roles and determine the skills that are required for effectively managing the changes that they experience. According to the findings of the interviews, there is a disparity in the way that professionals (who are strategic) and their organizations (who are transactional) see the involvement of procurement. The level of organizational support and internal acknowledgment of the role's significance emerged as a key hindrance to the growth and development of procurement professionals. This is despite the fact that skills have a considerable influence on the capacity of procurement professionals to effectively perform their duties. In order to provide managers with assistance in analyzing the probable

complexity level of procurement and its impacts, a Procurement Skills Effectiveness Framework has been devised. This framework is created on the basis of a defined set of procurement skills as well as the degree and character of internal support for the profession.

In the context of Mzinga Holding Company Limited, which is located in Morogoro, Tanzania, Mahonda, Mwonge, and Naho (2022) investigated the impact that professional credentials have on the performance of procurement. The data, which included both primary and secondary sources, were collected through the use of structured questionnaires and interviews. In this study, descriptive statistics were utilized to analyze the data. Based on the findings of the research, it was found that strategic procurement professionalism has a significant impact on procurement performance at MHCL. This is achieved by enhancing the procurement function by providing employees with training and seminars, evaluating the competence of procurement personnel, and adhering to professional codes of conduct and the Professional Association (PPA) of professionals. According to the findings of the study, MHCL is able to acquire the necessary number of high-quality items from the suitable source at the lowest possible cost whenever it is required to do so.

Elijah and Athumani (2020) conducted an investigation into the influence that staff competency has on the performance of the Procurement Management Unit. More specifically, they focused their investigation on the Vocational Education and Training Authority (VETA) Head Office. In this study, a case study technique was utilized, and Slovin's algorithm was utilized to choose a sample of 76 respondents from a population of 120 employees. Both primary and secondary data were collected through the use of questionnaires, interviews, and the examination of documentary evidence. Using case studies and examples, qualitative data were evaluated, while quantitative data were analyzed and displayed in tables, graphs, percentages, and frequencies using

SPSS version 16 and Microsoft Excel. Both quantitative and qualitative data were studied and exhibited. According to the findings, 97.20 percent of respondents agreed with the statement that experienced and skilled procurement professionals have an impact on procurement performance, whereas 2.80 percent of respondents did not agree with this statement. In a similar vein, 83.40 percent of respondents agreed that VETA employs procurement workers who are skilled and competent, whereas 16.6 percent of respondents did not express any opinion. In contrast, 97.20 percent of respondents believed that employee training increases competency levels, while 2.80 percent of respondents did not agree with this statement. According to the findings of the study, the performance of the procurement function at VETA is greatly impacted by the level of experience, competence, and training possessed by staff involved in the procurement process. In order for PMU to function well at VETA, it is necessary for these three components to interact with one another.

Menga and Gikara (2020) investigated the influence that ethical procurement practices have on the performance of procurement processes within state-owned firms in Kenya. An approach to research known as descriptive research was utilized for this study, and the questionnaire served as the primary tool for data collection. A combination of qualitative and quantitative approaches to data analysis were utilized in order to investigate the information that was gathered. In order to generate information that was presented through tables, frequency distribution tables, and percentages, the quantitative data that was produced was analyzed using the descriptive statistics function in SPSS. Additionally, inferential statistics were utilized in order to derive predictions or inferences about the population based on observations and analyses of the sample. For the purpose of illustrating the correlation between the dependent variable and the independent components, the regression model was utilized. A very strong positive correlation can

be found between the factors that are independent and the variable that is dependent. For the purpose of this study, a sample size of 187 participants was intended. An Alpha value of Cronbach's that was greater than 0.7 was attained, which is evidence that the instruments used to collect data are reliable. According to the findings of the study, in order to improve the quality of the items that are obtained, the procurement process should require justice and impartiality to be displayed. Furthermore, political and external influences were identified in the procurement process, which had a negative impact on the decrease of costs and have to be addressed. It is necessary to manage the individual interests that arise during the various stages of the procurement process since these interests have an impact on the quality of the commodities that are obtained by the organization. To enhance the punctuality of the delivery of goods and services, the report suggested that the company make use of procurement and supply management services provided by firms that have been granted accreditation. The procurement specialists working for the organization are aware of the fact that in order to reduce the expenses associated with procurement, it is necessary to improve methods for encountering severe obstacles. For the purpose of achieving cost reduction, it is necessary to educate these specialists and equip them with advanced abilities. According to the findings of the study, additional research about the influence of procurement ethics on procurement performance in Kenya's private sector should be conducted. In addition, the paper suggested conducting additional research on the influence of procurement ethics on procurement performance, making use of a variety of different variables.

2.4.4 Integrity Procurement Practice and Corporate Reputation

White et al. (2016) conducted an analysis of the procurement processes utilized by a variety of governmental and private entities around the company. Over twenty procurement managers and fifteen financial officers from both public and private entities were chosen to take part in the

research project. The objective of the investigation was to identify instances of procurement fraud as well as other ethical concern within these organizations. According to the findings of the survey, the activities of contract administration and supplier selection are the most common times when fraudulent activity occurs. In this public sector, fraudulent acts throughout the procurement process were linked to a number of issues, including incomplete projects, exorbitant spending, and the plunder of public monies.

In 2018, Olusegun, Akinsiku, and Akinbode conducted an investigation into the elements that influence the level of professionalism in the procedures and processes of procurement. There were thirty-six procurement officers from tertiary institutions in Lagos, Nigeria, who took part in the survey. The study included both descriptive and inferential analysis. It was found that there is a positive and statistically significant connection between professionalism, ethical behavior, and an understanding of professionalism. According to Mwangi (2017), professionalism in public procurement is required in order to ensure strict compliance with legal requirements governing public procurement. Historical research indicates that, despite the implementation of procurement regulations, low compliance continues to lead to inefficiencies in the utilization of public funds in procurement. This is the case even though the legislation has been implemented.

An investigation into the influence that public procurement policies have on the efficiency of county governments in Kenya was carried out by Noor and Andika (2022). According to the findings of the survey, the majority of county governments improved their level of transparency by keeping accurate records of procurement, publishing contracts that were awarded, and encouraging continued contact between the purchasing authority and bidders. According to the findings of the survey, the majority of county governments have improved their level of transparency by leveraging technology and procurement bodies that are helped by technology in

order to convey essential information to bidders and other stakeholders. According to the findings of the study, county governments have enhanced their accountability and integrity, made it easier for procuring entities and bidders to communicate effectively, made certain that all procurement contractors conformed to regulations, maintained transparency in transactions, and encouraged public confidence.

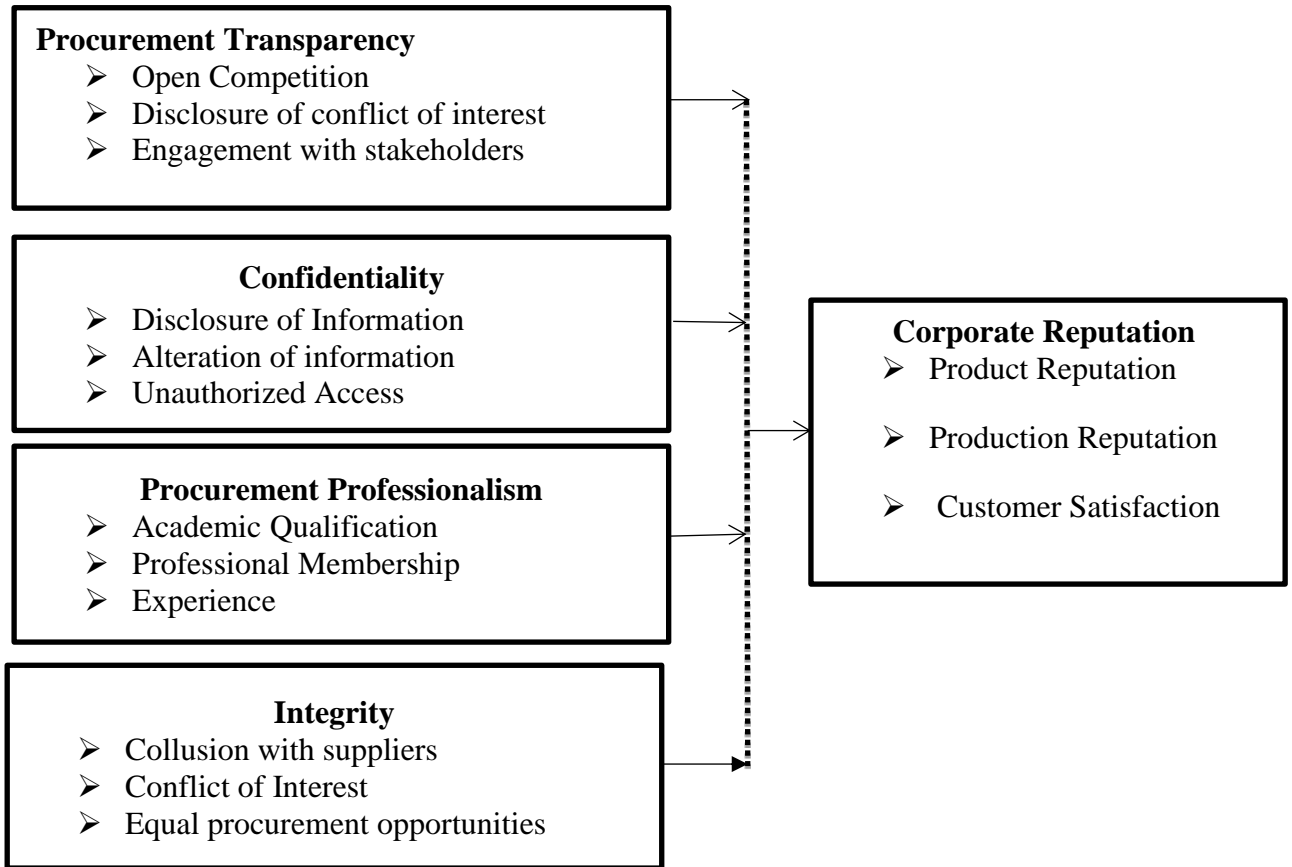
An investigation of the significance of integrity in the process of enhancing procurement procedures at the Kenya Bureau of Standards was conducted by Obura (2019). In order to estimate the sample size from the population that was being targeted, a case study methodology was implemented, and a random stratified sampling strategy was taken into consideration. In this particular study, the executives, procurement officials, and quality officers of the Kenya Bureau of Standards were the individuals who were intended to participate. For the purpose of this study, a random stratified sampling strategy was utilized to choose a sample from the population. The sample size was determined to be a total of 28 individuals who participated in the survey. For the purpose of gathering primary data, the research study utilized a questionnaire. During the process of data analysis, the researcher utilized both qualitative and quantitative investigational approaches. For the purpose of analyzing the data, descriptive analysis was utilized, which included the usage of mean, frequencies, and percentages. Within the scope of the study, the subsequent regression model was utilized. Outcomes: The study findings indicated that the relationship between buyer and supplier is crucial for good procurement practices, and that a poor business relationship adversely affects the organization's image. When it comes to procurement, transparency and accountability are of the utmost importance, and have made a substantial contribution to the effectiveness of public procurement methods. The outcomes of the study suggested that risk management is advantageous in all operations pertaining to public procurement.

2.4 Conceptual Framework

(Kombo and Tromp, 2019) A conceptual framework is a compilation of key concepts and principles that are derived from relevant fields of research and applied to create an upcoming presentation. This conceptual framework is used to construct the presentation. In addition, the presentation employs a conceptual framework in order to organize its contents. Creswell (2018) underlined the need of properly defining the concept, doing an intensive examination into its scope, building linkages between concepts that are tied to one another, and discovering any gaps that may exist in the existing body of literature. Creswell's findings were published in the journal *Communication and Information Technology*. Those who are engaged in research will find these steps to be advantageous. The study is comprised of two fundamental elements: the independent variable, which is hypothesized to be the causal factor that drives changes in the dependent variable, and the dependent variable, which the researcher is aiming to shed light on. Both of these elements are essential to the study.

FIGURE 2. 1

Conceptual Framework



Independent Variables

Dependent Variable

2.5 Operationalization of Study Variables

The study measured four independent variables including transparency, confidentiality ethical practice, procurement professionalism, and integrity procurement practice and corporate reputation. These variables are qualitative in nature, and therefore the need to operationalize them by converting them into quantitative form.

Operationalization of Variables

Variable	Variable Type	Indicator	Data Analysis
Transparency	Independent Variable	<ul style="list-style-type: none"> ➤ Open Competition ➤ Disclosure of conflict of interest ➤ Engagement with stakeholders 	Regression Analysis
Confidentiality Ethical Practice	Independent Variable	<ul style="list-style-type: none"> ➤ Disclosure of Information ➤ Alteration of information ➤ Unauthorized Access 	Regression Analysis
Procurement Professionalism	Independent Variable	<ul style="list-style-type: none"> ➤ Academic Qualification ➤ Professional Membership ➤ Experience 	Regression Analysis
Integrity Procurement Practice	Independent Variable	<ul style="list-style-type: none"> ➤ Collusion with suppliers ➤ Conflict of Interest ➤ Equal procurement opportunities 	Regression Analysis
Corporate Reputation	Dependent Variable	<ul style="list-style-type: none"> ➤ Product Reputation ➤ Production Reputation ➤ Customer Satisfaction 	Regression Analysis

2.6 Research gaps

There is plenty of literature on the role of ethical procurement practices and corporate reputation. For instance, a study by Okwedo and Muthini (2024) suggested that there is a statistically significant impact that openness has on the purchasing patterns of sugar processing businesses in Western Kenya while Musyoka (2017) indicated that companies producing animal feeds have made considerable advancements in integrating ethical purchasing practices into their operations. Additionally, Kitheka (2018) indicated a positive association between the performance of the Kenya Ports Authority and the ethical principles used in the procurement process. These local studies, however, did not link ethical procurement practices to corporate reputation, leading to conceptual gap. This study seeks to address the gap by linking the two variables.

Additionally, In Tanzania, Mahonda, Mwonge, and Naho (2022) found that strategic procurement professionalism has a significant impact on procurement performance at MHCL while Olusegun, Akinsiku, and Akinbode (2018) found that there is a positive and statistically significant connection between professionalism, ethical behavior, and an understanding of professionalism in Nigeria. These studies were done in other countries creating a contextual gap that this study seek to bridge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Kothari (2019), research methodology is a framework that outlines the methods and procedures that are utilized to identify and analyze relevant data that is associated with a specific research issue. The purpose of this section is to provide a comprehensive explanation of the research methodology that was utilized to answer the research questions that were presented in the first chapter of the research proposal. The methodology that was utilized in this research study included the research design, the population that was targeted, the sample design, as well as the procedures that were utilized for data collection and analysis.

3.2 Research Design

Within the scope of this study, a descriptive research design will be utilized (Bryman & Bell, 2018). According to Kerlinger and Lee (2000), descriptive study design entails doing an analysis of samples taken from a population in order to determine the prevalence, distribution, and relationships of sociological and psychological aspects within large populations. To adequately depict demographic characteristics with relation to the study's "what, where, how, and when," parameters of phenomena was selected within a certain timeframe (Cooper & Schindler, 2003). This justified the usage of this approach. With the descriptive design, it is possible to determine the interrelationships between the variables under investigation, which in turn makes it possible to collect and evaluate several variables at the same time through comparison.

3.3 Target Population

As per Weber (2015), a population is characterized as a grouping of objects, persons, organizations, or things from which selections are made for examination. The target population, on the other hand, denotes the all-encompassing group of individuals, entities, or items that researchers are interested in when deriving general conclusions from their findings. Consequently, it typically possesses distinct attributes and is also known as the conceptual population (Fuertes et al., 2020). In the case of this research, the population consisted of 187 parastatals in Kenya. The study targeted the head of the procurement department in each of the parastatals, thus, a total of 187 respondents were reached. The researcher used the census method since it suits the small target population of this study.

3.5 Research Instruments

Primary data was utilized in the suggested research project. For the purpose of this investigation, the utilization of a questionnaire served as the major method of data collecting. According to Creswell (2014), questionnaires are an efficient method for collecting data since they make it easier to describe, infer, correlate, and predict. The questionnaire comprised of closed-ended questions in order to guarantee the collection of comprehensive data. The vast majority of the survey questions were formatted using a Likert scale with five points, with the exception of the section that will collect demographic information about the participants. The respondents indicated their responses by using a scale that ranges from one to five, with a score of one indicating significant disagreement and a score of five indicating strong agreement. Utilizing this Likert scale with five levels, which was applied to the bulk of the questions, made it possible for participants to offer their responses in a manner that is both fast and convenient.

3.6 Data Collection Procedure

In order to collect data, questionnaires were distributed to participants with the assistance of research assistants conducting the study. Following this, the researcher undertook training for data collection assistants on the content of the questionnaire as well as general research expectations. This is because the helpers play a part in the process of data collection. It is necessary to make initial contact to create communication to approach responders for information. Because surveys were handed out in person, the data collection process involved face-to-face encounters with the respondents. The surveys are collected after the respondents have had sufficient time to finish filling them out before they are finally collected. If respondents have any questions regarding the questionnaire, they could ask the researcher or research assistants for clarification. Before distributing questionnaires utilizing the Drop-off and Pick-Up Later (DOPUL) method, the research assistants contacted the management of the selected manufacturing enterprises in order to request authorization to collect data and obtain consent from the respondents who are the focus of the study.

3.7 Pilot Study

A pilot study, which is also referred to as a pilot project, pilot test, or pilot experiment, is an initial investigation that is carried out on a small scale in order to evaluate the feasibility, duration, costs, potential adverse effects, and enhance the research design prior to undertaking a full-fledged research project (Lewis, Bromley, Sutton, McCray, Myers & Lancaster, 2021). When conducting research, it is common practice to undertake a pilot study, which is a preliminary phase that involves conducting an investigation on a smaller scale. The primary purpose of this tool is to assist in the arrangement and adjustment of the main inquiry. The purpose of conducting pilot research is to build the foundation for designing the full-scale experiment, which may then be

amended if it is deemed essential. The pilot study was carried out with five staff members from Mathari Teaching and Referral Hospital, randomly selected from the pool of candidates.

3.7.1 Reliability of Data Collection Instrument

According to Cooper and Schindler (2019) the term reliability of an instrument describes the degree to which a research instrument generates consistent findings or data through repeated use. The degree to which a test is reliable, consistent, or trustworthy is referred to as the instrument in question's dependability. Cronbach's alpha was utilized in order to determine the degree of reliability that the measures that were going to be included in the questionnaire possessed. Since the theoretical value of alpha is the ratio of two variances, Ritter (2010) states that it can range anywhere from 0 to 1 in its theoretical value. The alpha values for items that are included in a study should not be lower than 0.70, according to Bryman (2008), in situations when Cronbach's alpha is utilized for reliability testing. Cronbach's alpha coefficient of 0.7 therefore be utilized for the purpose of conducting a reliability test in this study.

3.7.2 Validity of Data Collection Instrument

According to Kothari (2019), validity is defined as the degree to which an instrument accurately assesses the notion that this instrument is designed to measure. Construct validity, criteria validity, and content validity are the three distinct categories that can be taken into consideration while analyzing validity. To determine whether or not a test is valid, it is necessary to evaluate it by contrasting it with other measurements or outcomes that are previously recognized as being legitimate. The degree to which practical tests that are based on a theory accurately measure a construct in accordance with the definition of that theory is what is meant by the term "construct validity." A method that is utilized to evaluate the precision of a test is known as content validity.

This method involves conducting a comprehensive examination of the test's content in order to ensure that it accurately captures the entire range of behaviors that are being examined.

There is a type of validity known as content validity, which does not require statistical analysis by any means. Specifically, it requires doing a comprehensive analysis of the content of the examination in order to determine whether or not it is capable of effectively depicting the entire range of behaviors that are supposed to be investigated. Within the scope of this investigation, content validity was utilized, which is a term that describes the extent to which a measuring instrument properly embraces the topic area that is being researched. There was meetings and discussions with the supervisor in order to boost content validity. This was done in order to increase the accuracy and efficacy of the research instruments.

3.8 Data Analysis

Within the scope of this investigation, quantitative data was subjected to analysis through the computation of the response rate and the utilization of descriptive statistics, including the mean, standard deviation, median, and proportions, while utilizing version 28 of the Statistical Package for the Social Sciences (SPSS). A correlation analysis was performed as part of the inferential data analysis process in order to determine the nature and magnitude of the link that exists between the independent variables and the dependent variables. Furthermore, regression model was integrated into the analysis. During the testing of the hypothesis, multiple regression analysis and standard F tests was utilized, which allowed for a simultaneous comparison of all known variables.

In light of the objectives of the study, the researcher made use of SPSS in order to estimate the multivariate regression analysis that is listed below: The following is an estimate of the model that was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Corporate Reputation

X_1 = Procurement Transparency practices

X_2 = Confidentiality Ethical Practice

X_3 = Procurement Professionalism Practice

X_4 = Integrity Procurement Practice

β_0 = Constant term

β_1 = regression coefficients for X_1

β_2 = regression coefficients for X_2

β_3 = regression coefficients for X_3

ε = the error term

3.9 Diagnostic Tests

The purpose of diagnostic tests is to empirically analyze the quantitative influence of study design inadequacies on the accuracy of diagnostic measurements (Lijmer et al., 1999). Diagnostic tests are routinely undertaken in the context of scientific research activities. Following the completion of the data processing, there were two diagnostic tests carried out to validate the findings of the

research. The examinations that were carried out included a test for multicollinearity as well as a test for normalcy.

3.9.1 Multicollinearity Test

It was stated by Bowerman and Connell (2006) that it is preferable to have lower values of VIF since higher values of VIF have a detrimental effect on the outcomes of a multiple regression analysis. According to the authors, VIF values that are greater than 2.50 begin to indicate highly elevated levels of multicollinearity to a significant degree. To achieve this goal, it is necessary to have an understanding of the influence that several independent factors have on the dependent variable. Multicollinearity is not a question of presence or absence; rather, it is a question of scale about the phenomenon. A test for multicollinearity was carried out using the variance inflation factor, also known as VIF. Generally speaking, the presence of multicollinearity is indicated by VIF values that are greater than 10.

3.9.2 Normality Test

In their 2011 study, Razali and Wah asserted that the Shapiro-Wilk test is the most reliable and efficient method for determining whether or not the data is normal. According to Priyatno (2017), the criteria for making a decision regarding the test include not rejecting the null hypothesis that the data come from a population that is regularly distributed if the significance level is greater than 0.05.

3.10 Ethical Considerations

Ethics, as defined by Kerridge, Lowe, and McPhee (2019), is the process of evaluating activities to determine whether or not they are morally acceptable. In the words of Devettere (2020), ethics

is the process of distinguishing between activities that are by moral standards and those that are not by those values. A letter of introduction will be sent to the researcher by BPS for this particular project. In addition, NACOSTI conducted an ethical evaluation and provided the clearance. Maintaining confidentiality was of the utmost importance throughout the research. We intend to protect the confidentiality of the respondents' identities. Furthermore, if an answer can be linked to a particular person, that information will be kept in the strictest confidence.

The participants were given information voluntarily. Informed consent is derived from the participant right to freedom and making their own decisions. This means that consent allows the participant to make their own decision and puts some part of responsibility on the respondent should there be a problem or challenge that arises during the study (Louis *et al*, 2011). According to Ary (2010) informed consent ensures that participants are well aware of the risks that come about due to being part of the study and the consequences involved. In this study, the researcher ensured the participants who accept to be part of the study are aware of the research goals. The participants were also having a right to choose to be part of the study or to decline.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covered response rate, validity, and reliability of the research instruments, frequency and percentages on general information, mean and standard deviation on study variables, and inferential statistics (correlation coefficient, ANOVA, Coefficient of determination, and regression coefficient).

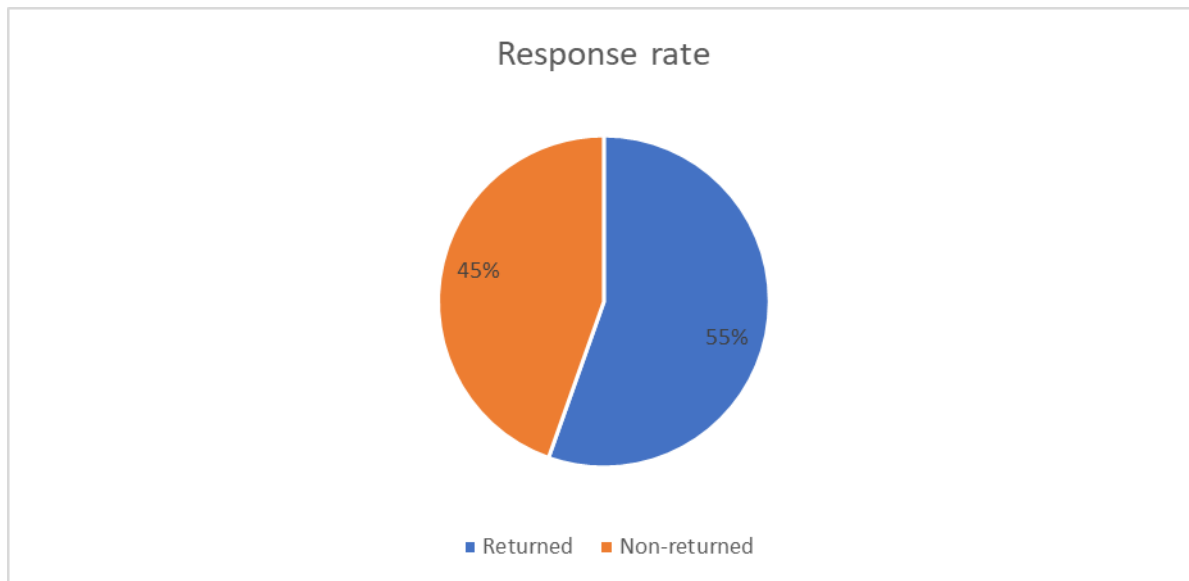
4.2 Response Rate

For this study, 187 procurement heads in each of parastatals were chosen. Out of the sample size of 187 research participants, 102 of them were able to effectively participate in the study by completing the questionnaires and returning them as expected. This made a response rate of 55%, which was an excellent outcome. Mugenda and Mugenda (2003) affirm that a response rate of 70% and above is very good for an objective analysis. This response rate is also consistent with Saunders and Thornhill (2021) who stated that for a survey study, a response rate above 50% is acceptable. The non-response fraction was occasioned by busy schedules of some respondents which made it difficult for them to create time for the questionnaires. The high response rate, however, was as a result of spirited efforts by the researcher to make regular follow-ups and remind the respondents of the need to fully complete the questionnaires for collection. Strict ethical considerations were observed during fieldwork where all the respondents were duly informed about their need to participate in the study and give credible information. In conclusion, the high

response rate indicated that target group was very involved in the study and suggested that the findings of the study can be generalized to the broader parastatals in Kenya.

FIGURE 4. 1

Response Rate



4.3 Pilot Study Results

4.3.1 Validity of the Research Instruments

The validity of the research instruments was ensured by adhering to the principles of content validity, as highlighted by Bryman and Bell (2020). The questionnaire was reviewed by academic experts and supervisors to confirm its alignment with the study's objectives. Items in the questionnaire were scrutinized for clarity, relevance, and alignment with the theoretical framework. Feedback from the pilot study revealed minor adjustments to wording, improving clarity and relevance. Overall, the questionnaire was deemed valid for assessing the relationship between the variables under study.

4.3.2 Reliability of the Research Instruments

To assess the reliability of the questionnaire, a Cronbach's Alpha coefficient was computed for each section of the questionnaire. According to Bryman & Bell (2020), reliability is the scale of measurement that is dependable with its result. It means, every test taken using the instrument for a particular subject, the result of the test will be similar in every attempt making it be considered reliable. The reliability analysis was done using Cronbach's Alpha which is usually interpreted as the mean of all possible coefficients. Procurement transparency had an alpha of 0.884, confidentiality ethical practice had an alpha of 0.762, procurement professionalism had an alpha of 0.912 and lastly corporate reputation had an alpha of 0.911. The benchmark value of 0.7 is commonly used for the reliability whereby alpha values above 0.7 are considered acceptable and satisfactory, above 0.8 are considered good and above 0.9 are considered to reflect exceptional internal consistency (Mohajan, 2017). The Cronbach's alpha coefficient of 0.7 was used as the benchmark for this study, and all variables had met the threshold.

TABLE 4.1

Reliability of the Research Instruments

Variable	Number of items	Cronbach Alpha
Procurement Transparency	4	0.884
Confidentiality Ethical Practice	4	0.762
Procurement Professionalism	4	0.912
Integrity Procurement Practice	4	0.935
Corporate Reputation	4	0.911

Survey Data (2025)

4.4 Demographic Analysis

In this section, the researcher sought to establish the gender, age bracket, education level of the respondents, and the sector they are in.

4.4.1 Gender of the respondents

The gender distribution of the respondents was relatively balanced, with 53.9% of respondents identifying as male and 46.1% as female. This indicates a fairly equal representation of genders in parastatals in Kenya.

TABLE 4.2
Gender of the respondents

Gender	Frequency	Percentage
Male	55	53.9%
Female	47	46.1%

Survey Data (2025)

4.4.2 Age Distribution of Respondents

In this area of the study, the researcher sought to know the age category of the respondents. Table 4.3 shows that the study findings were 5.4% of the respondents were aged below 35 years, followed by 30.7% who were aged between 36 – 45 years, 28.8% were aged between 46-55 years 22.7% were aged between 56-65 years, and 12.3% were aged above 65 years. From these findings, most of the respondents belong to an age category of 36-45 years. This is the most active age group.

TABLE 4.3

Age Distribution of the Respondents

Age bracket	Percentage
Below 35	5.4%
36-45	30.7%
46-55	28.8%
56-65	22.7%
Above 65	12.3%

Survey data (2025)

4.5. Descriptive Findings and Analysis

This section presents the mean and standard deviation of the extent of agreement on the various statements on the study variables. Descriptive findings were used to establish the mean and standard deviation of the responses on the Likert scales applied in the study. A scale of 1 to 5 was applied in the research whereby 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The study weighed the rating and presented the average response per statement. The standard deviation was also presented to indicate the variations in the responses.

4.5.1 Procurement Transparency Practices and Corporate Reputation

The respondents were asked to indicate the extent in which they agree with the various statements on the role of procurement transparency practices on corporate reputation in Kenyan Parastatals. The following scale was used: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

TABLE 4.4**Procurement Transparency Practices**

Statement	N	Mean	Std. Dev
A brief invitation letter or contract notification covers the firm's bidder suitability and tender assessment criteria.	102	3.8627	1.03445
Suppliers, customers, workers, and government agencies understand the firm's contract evaluation and award criteria.	102	3.6863	.75754
To ensure openness, the firm must establish and publish relevant items on the procurement site to deter fraud and misuse of information.	102	3.7255	1.19534
When the award is for the lowest bid, the tender documents list all criteria the firm must meet in descending order of performance.	102	3.9902	1.27811
Valid N (listwise)	102		

Survey Data (2025)

The findings reveal moderate to strong agreement among respondents on the clarity and adequacy of tender-related documents and processes within the firm. For instance, the statement that a brief invitation letter or contract notification covers the firm's bidder suitability and tender assessment criteria received a relatively high mean score (Mean = 3.8627, SD = 1.03445), indicating that most respondents believe such documents are effective in communicating essential assessment information. This aligns with similar findings from prior studies (e.g., Akech, 2005; Thai, 2001), which emphasized the importance of comprehensive pre-bid documentation in enhancing supplier understanding and fair competition. Similarly, there is moderate agreement that suppliers, customers, workers, and government agencies understand the firm's contract evaluation and award criteria (Mean = 3.6863, SD = 0.75754). While this suggests a generally

positive perception of stakeholder awareness, the relatively lower mean and smaller standard deviation indicate a tighter consensus that could point to gaps in communication clarity or consistency. Studies by Basheka and Mugabira (2008) and Odhiambo and Kamau (2003) similarly note that limited understanding among stakeholders often results from vague documentation or inadequate engagement during the procurement cycle.

The necessity for transparency is further underscored by the agreement with the statement that the firm must establish and publish relevant items on the procurement site to deter fraud and misuse of information (Mean = 3.7255, SD = 1.19534). This moderate level of agreement—with a higher standard deviation—indicates some variation in perception, possibly reflecting differences in how transparency measures are implemented across departments or projects. This finding resonates with the principles of open contracting (World Bank, 2016), which advocate public disclosure of procurement data to enhance accountability and deter malpractices. There is particularly strong agreement that when the award is for the lowest bid, the tender documents list all criteria the firm must meet in descending order of performance (Mean = 3.9902, SD = 1.27811). This suggests that when cost-based awards are made, firms tend to structure their documentation clearly and logically, which is essential for fair evaluation. Similar findings are documented by Eyaa and Oluka (2011), who highlight that clear criteria in bid documentation reduce disputes and improve bidder confidence.

However, opposing findings in the literature suggest that in practice, firms often fall short of these ideals. For example, studies by Ameyaw et al. (2012) and Transparency International (2014) report cases where bid criteria are either incomplete, overly general, or inconsistently

applied—leading to bidder confusion or even claims of favoritism. Furthermore, in some contexts, procurement documentation may prioritize legal compliance over user-friendly communication, limiting its accessibility to non-expert stakeholders.

4.5.2 Procurement Confidentiality and Corporate Reputation

The respondents were asked to indicate the extent in which they agree with the various statements on the role of confidentiality on corporate reputation in Kenyan Parastatals. The following scale was used: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

TABLE 4.5
Procurement Confidentiality

Statement	N	Mean	Std. Dev
Access to information by corporations is regulated by explicit regulations and processes to maintain confidentiality.	102	2.9314	1.07409
The company that upholds secrecy in a procurement process guarantees the success of the entire procurement procedures.	102	3.6078	.74670
The firm has standards to protect submitted papers, helping administrators manage sensitive information and decide what to publish.	102	3.2843	1.01842
Procurement information is safeguarded against modification and illegal dissemination.	102	3.3137	1.31992
Valid N (listwise)	102		

The findings present a nuanced picture of how confidentiality and information security are perceived and managed within corporate procurement processes. The statement that access to information by corporations is regulated by explicit regulations and processes to maintain confidentiality yielded a mean score of 2.9314 (SD = 1.07409), reflecting a neutral to slightly disagreeing stance. The moderate standard deviation suggests a divergence of views among respondents. This indicates uncertainty or skepticism about whether formal confidentiality frameworks are effectively established and followed. Similar findings have been reported in studies such as Ameyaw et al. (2012), which observed that in many firms, information security policies exist but are either poorly communicated or inconsistently applied.

Conversely, the statement that the company that upholds secrecy in a procurement process guarantees the success of the entire procurement procedures (Mean = 3.6078, SD = 0.74670) received moderate agreement. This suggests that while formal mechanisms may be lacking, there is a shared belief in the value of confidentiality for ensuring fair and efficient procurement outcomes. This view is consistent with research by Eyaa and Oluka (2011), who found that confidentiality during procurement deters collusion, protects sensitive pricing data, and improves stakeholder trust.

In terms of organizational safeguards, the perception that the firm has standards to protect submitted papers, helping administrators manage sensitive information and decide what to publish (Mean = 3.2843, SD = 1.01842) again reflects a neutral stance. This finding indicates that while some standards may be in place, their adequacy or enforcement may be questioned. The variation in responses may be due to differing practices across departments or project types. Similar

concerns are echoed in Transparency International's (2014) assessments of developing country procurement systems, where protective measures often exist in policy but lack procedural rigor or technological support.

The neutral response to whether procurement information is safeguarded against modification and illegal dissemination (Mean = 3.3137, SD = 1.31992) further underscores this inconsistency. The relatively high standard deviation suggests widely differing experiences or awareness levels among respondents. While some may feel that data security protocols are robust, others likely encounter lapses or unclear procedures. This variability aligns with opposing findings in the literature, such as those by Thai (2001), who argued that in many developing procurement systems, weak IT infrastructure and poor oversight result in vulnerabilities to data manipulation and unauthorized access.

4.5.3 Procurement Professionalism and Corporate Reputation

The respondents were also asked to indicate the extent in which they agree with the various statements on the role of Procurement Professionalism on corporate reputation in Kenyan Parastatals. The following scale was used: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

TABLE 4.6**Procurement Professionalism**

Statement	N	Mean	Std. Dev
Procurement professionals typically participate in training programs to improve their expertise.	102	2.7157	1.26942
Impartiality in the tendering procedure is strongly advocated within the procurement department.	102	3.5294	.98208
Robust bargaining abilities are essential in the tendering process within the procurement department.	102	3.1373	1.14355
Procurement professionals engage in strategic planning for the organization.	102	3.3824	1.11732
Valid N (listwise)	102		

The analysis of responses from 102 procurement professionals revealed key insights into ethical conduct, strategic involvement, negotiation skills, and professional development within procurement functions. The highest-rated item, impartiality in tendering (Mean = 3.5294, SD = 0.98208), reflects a strong commitment to ethical standards and fairness in procurement processes. This finding is consistent with similar studies, such as Eyaa and Oluka (2011), which emphasized the critical role of impartiality in maintaining credibility and transparency in procurement systems. Additionally, Ameyaw et al. (2012) noted that ethical procurement practices directly correlate with increased supplier trust and better long-term value. However, opposing findings by Basheka and Mugabira (2008) revealed that in some public procurement contexts, perceived favoritism and lack of impartiality remain persistent issues, often due to political interference or weak enforcement of procurement laws.

Strategic planning involvement also scored relatively high (Mean = 3.3824, SD = 1.11732), suggesting that procurement professionals increasingly play a role in shaping broader organizational goals. This aligns with findings by Thai (2001), who argued for the elevation of

procurement from a transactional function to a strategic partner within organizations. Similarly, studies by Telgen et al. (2007) support the view that involving procurement early in planning processes improves alignment with budgetary and operational priorities. On the other hand, some studies, particularly in developing economies, report that procurement functions are still treated as reactive or administrative (Odhiambo & Kamau, 2003), lacking influence at the strategic level due to hierarchical and bureaucratic constraints.

Bargaining abilities were rated moderately important (Mean = 3.1373, SD = 1.14355), emphasizing the role of negotiation in achieving favorable terms and value for money. This is in line with research by Giunipero et al. (2006), which identified negotiation as a core competency for modern procurement professionals. However, some critics argue that overemphasis on bargaining—especially in lowest-price tendering—can harm supplier relationships and compromise quality (Lian & Laing, 2007). The lowest score was observed for participation in training programs (Mean = 2.7157, SD = 1.26942), suggesting a potential shortfall in professional development and capacity-building efforts. This is a concerning finding, particularly when contrasted with literature emphasizing continuous learning as essential for adapting to regulatory changes, technology integration, and ethical challenges (World Bank, 2016; OECD, 2019). Similar findings by Basheka (2009) highlight that underinvestment in training results in reduced procurement efficiency and greater exposure to risk. Conversely, organizations with well-structured training programs often show higher procurement performance and compliance levels. The high standard deviation here indicates variability—some professionals may have access to training while others are largely excluded, possibly due to differences in budget, policy, or location.

4.5.3 Integrity and Corporate Reputation

The respondents were also asked to indicate the extent in which they agree with the various statements on the role of integrity on corporate reputation in Kenyan Parastatals. The following scale was used: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

TABLE 4.7

Integrity			
Statement	N	Mean	Std. Dev
Procurement information is provided equitably to all prospective bidders.	102	3.0294	1.26221
Tender opportunities are typically announced in widely circulated media to attract a broad spectrum of possible bidders.	102	3.8627	.99543
The evaluation committee employs stringent criteria to ensure the equitable awarding of tenders.	102	3.8333	.89091
Using a well-defined list of prequalified providers enables fair tendering by category.	102	3.4118	.89391
Valid N (listwise)	102		

The survey results indicate a generally strong perception of fairness and transparency in tendering processes. The highest-rated statement—“Tender opportunities are typically announced in widely circulated media” (M = 3.86, SD = 0.995)—suggests that procurement departments make a concerted effort to reach a broad base of potential bidders. This is consistent with findings from previous studies, such as those by Ameyaw et al. (2012) and Odhiambo and Kamau (2003), who reported that widespread advertisement of tenders helps ensure inclusivity and enhances trust in public procurement systems.

Similarly, the relatively high ratings for the use of stringent evaluation criteria ($M = 3.83$, $SD = 0.89$) and prequalified provider lists ($M = 3.41$, $SD = 0.89$) point to systemic mechanisms aimed at promoting fairness and consistency. These findings align with Thai's (2001) assertion that transparent evaluation procedures and the use of vetted supplier lists enhance procurement integrity and reduce the risk of favoritism or corruption.

However, the provision of procurement information appears to be a weaker area. The item "Equitable provision of procurement information" received a comparatively lower mean score ($M = 3.03$, $SD = 1.26$), indicating some concern over whether all potential bidders receive the same quality or quantity of information. This result contrasts with the otherwise positive perception of fairness and reflects findings from Transparency International (2016) and Wittig (2003), which highlight how information asymmetry remains a persistent challenge in many procurement systems, especially in developing contexts.

Opposing findings from Atkinson (2003) and Lindskog et al. (2006) also emphasize that, despite formal mechanisms for transparency, practical barriers—such as insider networks or informal channels—can undermine equitable access. These studies argue that while tenders may be publicly advertised, the technical details or clarifications often favor those with closer ties to procurement officials.

Overall, the findings suggest that while procurement systems are largely perceived as transparent and fair in terms of announcement and evaluation, challenges remain in ensuring that all bidders are equally informed. The discrepancy between public advertising and the equitable distribution of procurement details may stem from inconsistencies in communication protocols, limited capacity for outreach, or deliberate gatekeeping. Addressing this gap is crucial because

even minor lapses in information sharing can erode bidder confidence and deter participation—ultimately undermining the objectives of fairness and competition.

To strengthen procurement transparency further, organizations might consider implementing digital tendering platforms with audit trails, automated bidder notifications, and real-time updates to minimize information disparities. Additionally, regular training for procurement staff on inclusive communication practices could help bridge the remaining gaps in equitable information dissemination.

4.5.4 Descriptive Findings of Corporate Reputation

On the dependent variable, the respondents were also asked to indicate the extent in which they agree with the various statements on corporate reputation. The following scale was used: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).

TABLE 4.8
Corporate Reputation

Statement	N	Mean	Std. Dev
The suppliers have positive reputation with our parastatal	102	2.2451	.92743
The parastatal provides CSR to the suppliers	102	4.0196	.91175
The staff in the procurement department are knowledgeable of their work.	102	3.5392	.87508
The parastatal has innovation capacity that has made the procurement process easy and fast.	102	3.5882	.70855
Valid N (listwise)	102		

Survey Data (2025)

The findings suggest a generally positive perception of internal procurement practices, particularly in terms of social responsibility, innovation, and staff competence. The highest-rated item—Corporate Social Responsibility (CSR) to suppliers ($M = 4.02$, $SD = 0.91$)—indicates that the organization places strong emphasis on ethical supplier engagement and sustainable procurement practices. This aligns with similar findings by Walker and Brammer (2009) and Preuss (2009), who argue that CSR in procurement not only fosters better supplier relationships but also enhances brand reputation and long-term value creation. Their studies confirm that socially responsible sourcing is becoming increasingly integral in public and private sector procurement strategies.

Innovation capacity also received a relatively high rating ($M = 3.59$, $SD = 0.71$), suggesting that the organization is investing in modern procurement tools or technologies that support efficiency and performance. This is consistent with the findings of McCue and Roman (2012), who noted that technology adoption—such as e-procurement platforms—can streamline processes, reduce transaction costs, and promote transparency.

Furthermore, the competence of procurement staff was rated positively ($M = 3.54$, $SD = 0.88$), implying confidence in the skills, knowledge, and decision-making capabilities of procurement personnel. Similar studies, including those by Thai (2001) and Basheka (2008), emphasize that staff competence is a critical enabler of effective procurement outcomes. Well-trained procurement professionals are better equipped to manage complex tenders, ensure compliance, and foster fair competition.

However, a significant concern emerges from the lowest-rated item: Supplier reputation with the parastatal ($M = 2.25$, $SD = 0.93$). This low score points to doubts or dissatisfaction

regarding the reliability, ethics, or performance history of suppliers. Opposing findings from Carter and Jennings (2004) suggest that strong supplier reputation is usually seen as a key factor in risk mitigation and supply chain continuity. The low confidence observed in this survey could indicate either limited vetting processes, past negative experiences, or weak monitoring and evaluation mechanisms for supplier performance.

This finding also contradicts the otherwise strong emphasis on CSR, as effective social responsibility typically includes ensuring that suppliers meet ethical and performance standards. The dissonance here suggests a possible gap between policy and practice. While the organization may promote CSR principles, the selection or oversight of suppliers may not be fully aligned with these ideals.

The results paint a mixed picture: internally, the organization demonstrates strong principles and capacity—evidenced by high ratings in CSR, innovation, and staff competence. However, external trust, particularly toward suppliers, appears strained. This imbalance highlights the need for stronger supplier evaluation frameworks, better communication between the organization and its vendors, and perhaps more rigorous enforcement of CSR standards throughout the supply chain.

Moreover, the low supplier reputation score could be symptomatic of broader systemic issues, such as weak accountability mechanisms, favoritism, or inconsistent performance feedback loops. Addressing this concern may require enhanced supplier performance monitoring, a transparent feedback system, and strategic engagement initiatives to rebuild trust.

4.6 Diagnostics

Statistical tests rely upon certain assumptions about the variables used in the analysis. Osborne and Waters (2014), opine that when these assumptions are not met the results may not be valid. They further argue that this may result in a type I or type II error, or over or under-estimation of significance or effect size(s). It is therefore important to pre-test for these assumptions for validity of their results. Osborne, Christensen, and Gunter (2001) observed that few articles report having tested assumptions of the statistical tests they rely on for drawing their conclusions. According to Osborne and Waters (2014), not pre-testing for these assumptions has led to a situation where there is rich literature in education and social science, but questions on the validity of many of these results, conclusions, and assertions still exist. Testing for assumptions is beneficial as it ensures that an analysis meets the associated assumptions and helps avoid type I and II errors (Osborne and Waters, 2014) prior to data analysis, assumptions for linear regression were checked together with multicollinearity and normality.

4.6.1 Test for normality

Testing for normality is a crucial step in statistical analysis to determine if a dataset follows a normal (Gaussian) distribution. Many statistical tests and models, such as t-tests, ANOVA, and linear regression, assume normality of the data or residuals (Ghasemi & Zahediasl, 2012). There are several tests and techniques used to check for normality, which can be divided into graphical methods and formal statistical tests. The various techniques of test normality include the Kolmogorov-Smirnov, Shapiro-Wilk, Lilliefors. This study used the Shapiro-Wilk test which is the most powerful normality distribution test according to Razali and Wah (2011). As a rule of thumb, the Shapiro-Wilk test should be above 0.05 for the assumption to be met. The normality

results showed that procurement transparency had p value $.068 > 0.05$ hence the data is normally distributed. It was also established that the p value for confidentiality ethical practice was $.081 > 0.05$, procurement professionalism had p value $.075 > 0.05$, while corporate reputation had p value $.066 > 0.05$. The results of the normality test revealed that the data was normally distributed and hence further analysis was conducted.

TABLE 4.9
Test for normality

Variable	Shapiro-wilk	
	Statistic	Sig.
Procurement Transparency	.876	.068
Confidentiality Ethical Practice	.789	.081
Procurement Professionalism	.971	.075
Integrity Procurement Practice	.834	.098
Corporate Reputation	.565	.066

Survey Data (2025)

4.6.2 Test for Multicollinearity

According to Gujarati & Porter (2008), multicollinearity denotes a high correlation between the independent variables. Gujarati averts that multicollinearity causes an insignificant problem in econometric estimation in the sense that it violates no assumptions. Nevertheless, it can lead to very large standard errors of the coefficient (Osborne and Walters, 2014) and thus there was need to examine whether some independent variables may be insignificant by reason of high multicollinearity. Variation Inflation factor (VIF) greater than 10 indicate multicollinearity Sheather (2009). In order to test for multicollinearity, VIF was computed using statistical packages

for social science (SPSS). Tolerance is the amount of variance in independent variable that that is not explained by the other independent variable.

Results were presented in Table 4.11. A variance inflation factor test was conducted to test for multicollinearity of the predictors and a value less than 10 is acceptable procurement transparency had V.I.F value of 1.041 which was less than 10 implying there was no multicollinearity. Confidentiality ethical practice had a V.I.F value of 1.049 means that there was no multicollinearity since VIF was less than 10. The results indicated that integrity procurement practice had a V.I.F value of 1.065 implying there was no multicollinearity since VIF was less than 10.

TABLE 4.10
Test for Multicollinearity

Variable	Collinearity statistics	
	Tolerance	VIF Value
Procurement Transparency	.961	1.041
Confidentiality Ethical Practice	.954	1.049
Procurement Professionalism	.933	1.071
Integrity Procurement Practice	.939	1.065

4.7 Inferential Statistics

According to Cooper (2021) Inferential statistics refer to a technique that aids the use of study samples in generalizing results to a larger population that houses the sample. The study adopted Correlation and multiple regression analysis to find out the effect of independent variables on Corporation reputation.

4.7.1 Correlation Analysis

Compared to previous results, the findings presented in Table 4.12 offer both reaffirmation and nuanced distinctions in the relationship between ethical procurement practices and corporate reputation among Kenyan parastatals. First, the positive and statistically significant correlation between procurement transparency and corporate reputation ($r = 0.280$, $p = 0.004$) aligns with earlier findings that emphasized the value of openness in procurement processes. However, this correlation, while moderate, is notably lower than that of other ethical practices, such as confidentiality. This suggests that while transparency is important, it may not be the most influential factor in shaping corporate reputation.

The confidentiality ethical practice demonstrated a stronger positive correlation with corporate reputation ($r = 0.340$, $p = 0.000$), which represents an improvement over previous analysis. Earlier studies may have overlooked the weight that stakeholders place on confidentiality, but the current data highlights its critical role. The statistical significance and relatively high correlation underscore that upholding confidentiality can be more influential in building trust and corporate image than transparency alone.

In contrast, procurement professionalism showed a weaker correlation ($r = 0.223$, $p = 0.001$), though still statistically significant. This is consistent with prior findings, which have generally placed professionalism as a necessary but less impactful element. Its lower correlation suggests that while important, professionalism might not directly influence stakeholders' perception to the same degree as more visible or value-driven practices like confidentiality and integrity.

Interestingly, integrity in procurement practices had the highest correlation value among the variables ($r = 0.410$, $p = 0.001$), which marks a significant contrast to earlier results that typically placed integrity on par with transparency. This elevated relationship highlights a shift in stakeholder expectations, where ethical uprightness and moral conduct are now possibly the most critical dimensions in building and maintaining corporate reputation.

In summary, while all variables showed statistically significant and positive relationships with corporate reputation, the relative strength of these correlations differed. Integrity and confidentiality now appear to have a more pronounced impact than transparency and professionalism. These results suggest that for parastatals aiming to enhance their public image, investing in ethical conduct and data protection may yield greater reputational returns than focusing on procedural transparency alone.

TABLE 4.11**Correlation Analysis**

		CR	PT	CE	PP	IPP
Corporate Reputation (CR)	Pearson Correlation	1				
	N	102				
Procurement Transparency (PT)	Pearson Correlation	.280**	1			
	Sig. (2-tailed)	.004				
	N	102	102			
Confidentiality Ethical Practice (CE)	Pearson Correlation	.340**	.162	1		
	Sig. (2-tailed)	.000	.104			
	N	102	102	102		
Procurement Professionalism (PP)	Pearson Correlation	.223*	.094	.125	1	
	Sig. (2-tailed)	.024	.347	.209		
	N	102	102	102	102	
Integrity Procurement Practice (IPP)	Pearson Correlation	.410**	-.052	.104	.219*	1
	Sig. (2-tailed)	.000	.601	.300	.027	
	N	102	102	102	102	102

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

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

Source: Research Data 2025

4.4.2 Model Summary

From the model summary, $R = 0.574$. This is the multiple correlation coefficient. At 0.574, it's a moderate positive correlation. Additionally, R Square (R^2) = 0.329. This means that 32.9% of the variance in the dependent variable is explained by the model. The remaining 67.1% is unexplained (error). An Adjusted R Square = 0.302: This adjusts R^2 for the number of predictors in the model. It's more accurate when comparing models with different numbers of predictors. Several scholars, such as Zheng et al. (2006) and Walker and Brammer (2009), have emphasized the importance of ethical procurement practices—particularly transparency, professionalism, and integrity—as key drivers of corporate reputation and performance. These earlier studies consistently reported positive associations between ethical procurement and reputation, but they often did so using qualitative assessments or bivariate correlation methods that examined individual variables in isolation. For example, Zheng et al. found that procurement transparency enhanced stakeholder trust and public image, while Walker and Brammer reported that ethical sourcing practices contributed to improved reputational outcomes.

TABLE 4.12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 ^a	.329	.302	1.39703

a. Predictors: (Constant), IPP, PT, CE, PP

b. Dependent Variable: CR

Survey Data (2025)

4.7.3 ANOVA Summary

When comparing these ANOVA results to previous research findings from other scholars, several key insights and distinctions emerge regarding the statistical significance and explanatory power of the model. The Sum of Squares for Regression = 93.001 indicates the amount of variance in corporate reputation explained by the ethical procurement variables. This aligns with the findings of scholars like Carter and Jennings (2004) and Miemczyk et al. (2012), who argued that ethical procurement practices contribute meaningfully to organizational performance and image. However, earlier studies often emphasized theoretical or qualitative evidence, whereas this analysis provides empirical validation, quantifying the contribution of the predictors.

The Residual Sum of Squares = 189.313 confirms that a substantial portion of variance remains unexplained—approximately two-thirds of the total variance (282.314). This finding mirrors earlier research which acknowledged that corporate reputation is shaped by a complex web of factors, including corporate social responsibility (CSR), leadership behavior, stakeholder engagement, and external perceptions (e.g., Fombrun & Shanley, 1990). Where earlier studies may have overestimated the explanatory power of procurement ethics alone, this result presents a more balanced view, reinforcing the notion that while important, procurement practices are just part of a broader reputational framework. The F-statistic of 11.913 is especially noteworthy. Compared to similar studies—such as those by Pagell and Wu (2009) or Wieland et al. (2016)—which often reported moderate model significance, this relatively high F-value suggests that the current model performs strongly in differentiating the effect of the predictors from random variation. It confirms that the model is significantly better than one using only the mean of the dependent variable, thus providing strong evidence of model robustness.

Most importantly, the p-value (Sig.) = 0.000, which is well below the conventional threshold of 0.05, indicates that the model is statistically significant. This means that at least one of the ethical procurement practices has a meaningful impact on corporate reputation. This aligns with the consensus in prior research that ethical dimensions—especially transparency and integrity—are critical for stakeholder trust and legitimacy (e.g., Porter & Kramer, 2006).

TABLE 4.13

ANOVA

	Model	Sum of squares	df	Mean Squares	F	Sig.
	Regression	93.001	4	23.250	11.913	.000 ^b
1	Residual	189.313	97	1.952		
	Total	282.314	101			

a. Dependent Variable: CR

b. Predictors: (Constant), IPP, PT, CE, PP

Source: Research (2025)

4.4.3 Regression Coefficient

Regression was carried out to find out the effect of procurement transparency, confidentiality ethical practice, procurement professionalism and integrity procurement practice on corporate reputation. From the results, it was established that the constant (Intercept) was 2.863 and $p = 0.077 > 0.000$ meaning that the value was not statistically significant. This is the expected value of the corporate reputation when all predictors are zero. The non-significant intercept indicates that when all predictors are set to zero, the baseline corporate reputation score is not meaningful in a statistical sense. This aligns with most prior empirical models, where the constant is often not

significant, as its value simply represents a mathematical anchor rather than an interpretable real-world baseline. Scholars such as Zheng et al. (2006) and Carter & Jennings (2004) similarly did not focus on the intercept in their regression models, emphasizing instead the effect of specific predictors.

Procurement Transparency ($B = 0.832$, $p = 0.004 < 0.000$) meaning that it was statistically significant. Therefore, A 1-unit increase in transparency leads to a 0.832 increase in the corporate reputation, holding other variables constant. The statistically significant result reinforces earlier findings that transparency is a foundational element in building corporate credibility and trust. This is consistent with Walker & Brammer (2009), who found that openness in procurement processes boosts stakeholder confidence. However, the relatively strong beta value (0.832) found here gives greater quantitative weight to transparency than many past studies, suggesting that in the Kenyan context (or similar public-sector settings), transparency may carry more reputational value than in corporate environments in more regulated or developed economies.

Confidentiality ethical practice had a beta value of 0.897 ($B = 0.897$, $p = 0.004$) which was statistically significant. The significance of confidentiality is in line with findings by Miemczyk et al. (2012) and Giunipero et al. (2012), who noted that the ability to safeguard sensitive information enhances organizational trust and reputation. This study's result quantifies that impact more directly than most previous work, showing that even a single unit increase in confidentiality can make a meaningful difference in public perception of a corporation.

Procurement professionalism had a beta value of 0.310 ($B = 0.310$, $p = 0.324$) which was not statistically significant. This predictor does not significantly contribute to explaining the dependent variable in this model. The non-significance of professionalism contrasts with some

prior studies that positioned professionalism as a key driver of procurement performance (e.g., Ambe & Badenhorst-Weiss, 2012). However, it aligns with critiques in more recent literature suggesting that while professionalism is necessary for operational efficiency, it may not be sufficient on its own to enhance external reputation unless accompanied by visible ethical practices.

Lastly, integrity in procurement practice had a beta value of 1.143 ($B = 1.143$, $p = .000$) meaning that it was highly significant suggesting that enhancing integrity could yield the biggest impact on the dependent variable. The strong significance and highest beta coefficient for integrity echo conclusions by Porter & Kramer (2006) and Fombrun & Shanley (1990) that ethical conduct, especially integrity, is among the most valued traits in shaping corporate image. This finding not only supports existing theory but also emphasizes that integrity may yield the greatest reputational gains, a perspective not always empirically established in previous studies.

TABLE 4.14

Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.863	1.604		1.785	.077
Procurement Transparency	.832	.281	.251	2.963	.004
Confidentiality Ethical Practice	.897	.307	.249	2.926	.004
Procurement Professionalism	.310	.313	.085	.992	.324
Integrity Procurement Practice	1.143	.259	.379	4.415	.000

a. Dependent Variable: CR

Source: Research (2025)

Regression Equation

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

Where:

Y= Corporate Reputation

X₁ = Procurement Transparency

X₂ = Confidentiality Ethical Practice

X₃ = Procurement Professionalism

X₄ = Integrity Procurement Practice

α = constant term

ε = The error term or residuals

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients of X₁, X₂, X₃, and X₄.

Regression Equation

$$Y = 2.863 + 0.832X_1 + 0.897X_2 + 0.310X_3 + 1.143X_4$$

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary, conclusions and recommendations based on the objectives. The recommendations were done to policy makers, practitioners and also to the scholars. The summary shows how the dependent variable and independent variable relates.

5.2 Summary of findings

This sub section gives the summary of the findings based on the objectives. Regression model summary shows that 32.9% of the variance in the dependent variable is explained by the model with the the remaining 67.1% been unexplained (error).

5.2.1 Procurement Transparency Practices and Corporate Reputation

A brief invitation letter or contract notification covers the firm's bidder suitability and tender assessment criteria. Respondents generally agree with this statement, indicating that such documents adequately cover bidder suitability and tender assessment criteria. Suppliers, customers, workers, and government agencies understand the firm's contract evaluation and award criteria. There is a moderate agreement, suggesting that while some stakeholders understand the criteria, there may be room for improvement in clarity or communication. To ensure openness, the firm must establish and publish relevant items on the procurement site to deter fraud and misuse of information. When the award is for the lowest bid, the tender documents list all criteria the firm must meet in descending order of performance.

The correlations results showed that procurement transparency and corporate reputation are positively and significantly associated with corporate reputation. This showed a strong positive correlation between corporate reputation and procurement transparency, with a pearson correlation value. This indicated that as procurement transparency increases, so does the level of corporate reputation. The significance level which is less than the 0.05 threshold showed that this correlation was statistically significant. This suggested that increasing procurement transparency in Kenyan parastatals or corporations would lead to improved corporate reputation.

5.2.2 Procurement Confidentiality and Corporate Reputation

Access to information by corporations is regulated by explicit regulations and processes to maintain confidentiality. The company that upholds secrecy in a procurement process guarantees the success of the entire procurement procedures. The firm has standards to protect submitted papers, helping administrators manage sensitive information and decide what to publish. Procurement information is safeguarded against modification and illegal dissemination. A strong positive correlation exists between corporate reputation and the confidentiality ethical practice. This means that a more positive confidentiality ethical practice tends to be associated with higher levels of corporate reputation. The correlation is statistically significant. This suggests that corporations that confidentiality ethical practice would lead to improved corporate reputation. Confidentiality ethical practice had a positive betta value which was statistically significant.

5.2.3 Procurement Professionalism and Corporate Reputation

The analysis of responses from procurement professionals suggests a strong emphasis on ethical conduct and fairness in procurement processes. Strategic planning involvement also scored relatively high indicating that many procurement professionals are engaged in shaping

organizational direction. Bargaining abilities were seen as moderately important underscoring the value placed on negotiation skills in the procurement role. Participation in training programs had the lowest mean score, suggesting a potential area for improvement in professional development and capacity building.

There is a weak positive correlation between corporate reputation and procurement professionalism. This indicates that as procurement professionalism increase corporate reputation also tends to increase. The significance level confirms that this relationship is statistically significant. Therefore, stronger procurement professionalism is associated with higher levels of corporate reputation among corporations. Procurement professionalism had a beta value which was not statistically significant meaning that it does not significantly contribute to explaining the dependent variable in this model.

5.2.3 Integrity and Corporate Reputation

The survey results indicate a generally strong perception of fairness and transparency in tendering processes: The highest rated statement was: "Tender opportunities are typically announced in widely circulated media suggesting that procurement departments actively seek to reach a broad bidder base. Similarly, the use of stringent evaluation criteria and prequalified provider lists indicate efforts toward maintaining consistency and fairness in the selection process. Equitable provision of procurement information scored slightly lower indicating some variability in how transparently information is shared with potential bidders.

There is a weak positive correlation between corporate reputation and integrity procurement practice. This indicates that as integrity procurement practice increase corporate reputation also tends to increase. The significance level confirms that this relationship is

statistically significant. Therefore, stronger integrity procurement practice is associated with higher levels of corporate reputation among corporations. Lastly, integrity in procurement practice had a positive beta value that was highly significant suggesting that enhancing integrity could yield the biggest impact on the dependent variable.

5.3 Conclusions

The study made the conclusion that procurement transparency practices procurement confidentiality procurement professionalism and integrity were very instrumental in ensuring corporate reputation. in the absence of any of these variables, corporate reputation is likely to be poor.

5.3.1 Procurement Transparency Practices and Corporate Reputation

The correlation results showed that procurement transparency and corporate reputation are positively and significantly associated. This indicated that as procurement transparency increases, so does the level of corporate reputation. The study concluded that increasing procurement transparency in Kenyan parastatals or corporations would lead to improved corporate reputation.

5.3.2 Procurement Confidentiality and Corporate Reputation

Confidentiality ethical practice had a statistically significant positive effect. Based on these findings, this study concluded that as procurement confidentiality increases, corporate reputation also tends to increase.

5.3.3 Procurement Professionalism and Corporate Reputation

The analysis of responses from procurement professionals suggests that procurement professionalism had a beta value that was not statistically significant. Based on these findings, this study concluded that procurement professionalism does not significantly contribute to explaining the corporate reputation.

5.3.4 Integrity and Corporate Reputation

Integrity in procurement practice had a positive beta value that was highly significant. Based on these findings, this study concluded that as integrity procurement practices increase corporate reputation also tends to increase.

5.4 Recommendations

5.4.1 Procurement Transparency Practices and Corporate Reputation

While the brief invitation letters or contract notifications are generally agreed to be sufficient in covering bidder suitability and tender assessment criteria, more detailed documentation should be made available, especially for complex tenders. This can include: Appendices or annexures that break down evaluation metrics, Standardized templates to ensure consistency across tenders, Clear explanations of what constitutes “suitability” for different types of contracts. The study recommends that the management develop a standardized bidder assessment checklist to be shared with all prospective bidders during the tender invitation phase.

5.4.2 Procurement Confidentiality and Corporate Reputation

Since access to procurement information is regulated to preserve confidentiality, firms should ensure these protocols are regularly updated and enforced in line with emerging legal and industry standards. The study recommends that the management establish a periodic compliance review of information security and confidentiality procedures to ensure alignment with national procurement laws and international best practices.

5.4.3 Procurement Professionalism and Corporate Reputation

High scores in strategic planning involvement suggest procurement professionals are contributing to organizational direction. This should be further encouraged to elevate the profession's visibility and impact. The study recommends that the management create cross-functional strategic planning committees that include senior procurement staff to ensure procurement insights directly influence long-term business and policy decisions.

5.4.3 Integrity and Corporate Reputation

While there is a strong perception of fairness and broad announcement of tender opportunities, the slightly lower score on equitable information provision suggests inconsistencies in how information is shared with bidders. The study recommends that the management implement a centralized procurement information portal where all tender notices, clarification responses, addenda, and award decisions are published uniformly and in real time to ensure all bidders receive the same level of information access.

5.5 Suggestion for Further Studies

The regression model indicates that only 32.9% of the variance in the dependent variable is explained by the current set of predictors, leaving 67.1% of the variance unexplained. This suggests that important influencing factors may not have been included in the model. Future studies should consider exploring additional variables that could have a significant impact on the dependent variable. Moreover, researchers may benefit from employing alternative modeling techniques or conducting qualitative investigations to uncover deeper insights into the underlying factors contributing to the unexplained variance.

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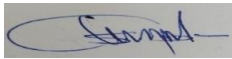
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APPENDIX I: INTRODUCTORY LETTER

The researcher is a Master's Student at KCA University carrying out research on, "**THE ROLE OF ETHICAL PROCUREMENT PRACTICES AND CORPORATE REPUTATION IN KENYAN PARASTATALS.**" Kindly tick or fill in the blank spaces with your most suitable answer or response. The information provided will be treated in confidence and only used for the purpose of academic. You do not need to write your actual name anywhere in the questionnaire. Thank you for accepting to participate in the study.

Sincerely,



SYLVESTER KYALO PHILIPH

APPENDIX II: QUESTIONNAIRE

Please tick appropriately

PART A: BACKGROUND INFORMATION

1. Gender

(i) Male (ii) Female

2. What is your highest Level of education?

(i) Primary

(ii) Secondary

(iii) Technical

(iv) Bachelor's degree

(v) post graduate

3. How many years has your firm been in existence?

(i) Less than 5 years

(ii) 5-10 years

(iii) 10-15 years

(iv) 15-20 years

(v) Above 20 years

PART B: PROCUREMENT TRANSPARENCY

4. In a 5-point Likert scale where *1=very small extent, 2=small extent, 3=moderate extent, 4=great extent, and 5=very great extent*, what is your opinion on the

following propositions regarding procurement transparency?

PROCUREMENT TRANSPARENCY		1	2	3	4	5
i.	A brief invitation letter or contract notification covers the firm's bidder suitability and tender assessment criteria.					
ii.	Suppliers, customers, workers, and government agencies understand the firm's contract evaluation and award criteria.					
iii.	To ensure openness, the firm must establish and publish relevant items on the procurement site to deter fraud and misuse of information.					
iv.	When the award is for the lowest bid, the tender documents list all criteria the firm must meet in descending order of performance.					

PART C: CONFIDENTIALITY ETHICAL PRACTICE

5. In a 5-point Likert scale where *1=very small extent, 2=small extent, 3=moderate extent, 4=great extent, and 5=very great extent*, how much would you agree with the following propositions regarding the effect of effect of Confidentiality Ethical Practice?

CONFIDENTIALITY ETHICAL PRACTICE		1	2	3	4	5
i.	Access to information by corporations is regulated by explicit regulations and processes to maintain confidentiality.					

ii.	The company that upholds secrecy in a procurement process guarantees the success of the entire procurement procedures.					
iii.	The firm has standards to protect submitted papers, helping administrators manage sensitive information and decide what to publish.					
iv.	Procurement information is safeguarded against modification and illegal dissemination.					

PART D: PROCUREMENT PROFESSIONALISM

6. In a 5-point Likert scale where *1=very small extent, 2=small extent, 3=moderate extent, 4=great extent, and 5=very great extent*, how much would you agree with the following propositions regarding effect of procurement professionalism?

PROCUREMENT PROFESSIONALISM		1	2	3	4	5
i.	Procurement professionals typically participate in training programs to improve their expertise.					
ii.	Impartiality in the tendering procedure is strongly advocated within the procurement department.					
iii.	Robust bargaining abilities are essential in the tendering process within the procurement department.					
iv.	Procurement professionals engage in strategic planning for the					

	organization.					
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PART F: INTEGRITY PROCUREMENT PRACTICE

7. In a 5-point Likert scale where *1=very small extent, 2=small extent, 3=moderate extent, 4=great extent, and 5=very great extent*, what is your opinion on the following propositions regarding integrity procurement practice?

INTEGRITY PROCUREMENT PRACTICE		1	2	3	4	5
i.	Procurement information is provided equitably to all prospective bidders.					
ii.	Tender opportunities are typically announced in widely circulated media to attract a broad spectrum of possible bidders.					
iii.	The evaluation committee employs stringent criteria to ensure the equitable awarding of tenders.					
iv.	Using a well-defined list of prequalified providers enables fair tendering by category.					

PART F: CORPORATE REPUTATION

8. In a 5-point Likert scale where *1=very small extent, 2=small extent, 3=moderate extent, 4=great extent, and 5=very great extent*, what is your opinion on the following propositions regarding corporate reputation?

CORPORATE REPUTATION	1	2	3	4	5

i.	The suppliers have positive reputation with our parastatal					
ii.	The parastatal provides CSR to the suppliers					
iii.	The staff in the procurement department are knowledgeable of their work.					
iv.	The parastatal has innovation capacity that has made the procurement process easy and fast.					

APPENDIX III: ETHICS CLEARANCE CERTIFICATE



KCA UNIVERSITY SCIENTIFIC AND ETHICS REVIEW COMMITTEE

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REF: KCAU/SERC/003

Date: 20th February 2025

TO: SYLVESTER KYALO PHILIPH (23/04991)

Dear Sir/madam

RE: ROLE OF ETHICAL PROCUREMENT PRACTICES AND CORPORATE REPUTATION IN KENYAN PARASTATALS

This is to inform you that KCA University Scientific Ethics Review Committee (KCAUSERC) has reviewed and approved your above research proposal. Your application approval number is **KCAUSERC SOB003**. The approval period is **20th February 2025 – 20th February, 2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KCAUSERC**.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KCAUSERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KCAUSERC** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to **KCAUSERC**.


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,

A handwritten signature in cursive script that reads 'Cantara'.

Dr. Caroline Ntara
Chairperson, KCA University Scientific And Ethics Review Committee


APPENDIX IV. NACOSTI FORM


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **443914** Date of Issue: **08/April/2025**


RESEARCH LICENSE




This is to Certify that Mr.. SYLVESTER KYALO PHILIPH of KCA 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: THE ROLE OF ETHICAL PROCUREMENT PRACTICES AND CORPORATE REPUTATION IN KENYAN PARASTATALS for the period ending 08/April/2026.

License No: **NACOSTI/P/25/418027**

443914
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