

**DETERMINANTS OF ETHICAL PROCUREMENT PERFORMANCE  
AT TEACHERS SERVICE COMMISSION**

**BY**

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## DECLARATION

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

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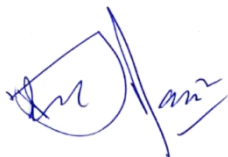


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## ABSTRACT

Ethical procurement refers to procurement activities that are done in accordance with the acceptable supply chain standards put in place to ensure sustainability in the operations of an institution. Since the enactment of the 2010 constitution of Kenya, there has been an increased push for ethical procurement in the Kenyan public system. Notwithstanding the important role of ethical practices in public procurement, a culture of non-compliance has been witnessed at the Teachers' Service Commission, together with a lack of accountability and transparency resulting in large scale looting and unethical procurement practices. The purpose of this study was to investigate the determinants of ethical procurement performance. These were the research objectives; to establish effect of government policies on ethical procurement; to assess effect of technological factors on ethical procurement; to evaluate effect of professionalism on ethical procurement; and to determine the effect of employee training on ethical procurement performance at the Teachers' Service Commission. Descriptive survey research design was used in the study. The researcher targeted the Teachers Service Commission and was interested in collecting data from the staff members from the procurement department adding up to 126 individuals. In order to get the desired individuals to participate in the study, purposive sampling was used. Based on this therefore, the respondents making up the sample size added up to 95. Primary data was used meaning that questionnaires and interviews were instrumental in collection of data for this research. The data collection process involved seeking for permissions and authorizations after which instruments were administered. The study used descriptive statistics to analyze data. Data analysis took place through SPSS v23. Presentation was done using frequency tables, bar graphs, pie charts and narratives. From the study findings, it was established that the lowest number of the respondents, 13.9% were exposed to training two years ago. The findings show that largely, employee training affects ethical procurement performance. The findings showed that government regulations have a direct impact on ethical procurement performance since when directed well, ethical procurement policies provide clear guidance on how procurement should be carried out. The use of technology has the potential of improving procurement outcome at the organizational level. In the same way, lack of adequate technology and lack of system adaptability are the main reasons for poor performance of the procurement function. Professionalism has the highest relationship level with ethical procurement performance and in this way, it is evident that ethical procurement is best practiced by staff with high level of professionalism. As a recommendation, the government should increase its oversight role in public institutions to ensure that the procurement activities of these institutions are well within the right limits. The use of technology needs to be encouraged in procurement activities of public institutions in order to enhance work output in these organizations while at the same time blocking possible loopholes for unethical behaviour. Training of employees should be promoted in public organizations so that employees get to be well equipped for the purposes of performing their job requirements diligently.

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## **DEDICATION**

To my immediate family for the love and encouragement that was extended to me throughout the course of my studies.

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## ACRONYMS AND ABBREVIATIONS

<b>GOK:</b>	Government of Kenya
<b>ICT:</b>	Information Communication Technology
<b>KNUT:</b>	Kenya National Union of Teachers
<b>KPLC:</b>	Kenya Power and Lighting Company
<b>NGOs:</b>	Non-Governmental Organizations
<b>OECD:</b>	Organization for Economic Co-operation and Development
<b>PPDA:</b>	Public Procurement and Disposal Act
<b>SCM:</b>	Supply Chain Management
<b>SLO:</b>	State Law Office
<b>TPB:</b>	Theory of Planned Behaviour
<b>TSC:</b>	Teachers Service Commission
<b>UK:</b>	United Kingdom
<b>US:</b>	United States

## OPERATIONAL DEFINITION OF TERMS

- Employee Training:** This term was used in the study to refer to a way of improving employee knowledge. In this study, training will be represented by in-service training and employee development.
- Ethical Procurement:** This refers to the ability of an organization, institution or commission to conduct its procurement activities with regard to the general guiding principles of fairness. It can comprise a wide range of issues that can impact the ethical and sustainability goals of a business.
- Government Policies:** These refer to guidelines and regulations laid out by government that outline the overarching principles and standards used to set direction and influence decisions at the organizational level. In this study, government policies will be represented by enacted laws, together with rules and procedures.
- Professionalism:** This refers to the competence or skill expected of procurement professionals at the organizational level. In this study, professionalism is represented by employee skills and professional experience.
- Public Sector Performance:** This denotes performance in public service delivery and is achieved when public sector outputs efficiently contribute to policy objectives. Performance measurements focus on outcomes and outputs, not merely inputs.
- Technological Factors:** This refers to elements that relate to the application of scientific knowledge to aims of the organization in relation to organizational procurement methods. In this study, technological factors was mainly adoption of Information Communication Technology as well as adoption of Management Information Systems.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Ethics in procurement is mainly concerned with ensuring that procurement functions are conducted with high levels of precision with the aim of attaining sustainability and social responsibility. Ethical procurement policies are considered by many companies in various industries as part of their standards and principles of operation. Responsibility goes beyond the acquisition of goods and services even though the primary goal is delivery of goods and services (Zitha and Mathebula, 2019). Relationship management with suppliers also makes up procurement ethics, together with the evaluation and engagement with the supply market. Procurement ethics is used as a way of gaining competitive advantage and this is in addition to it being a mantra for elimination of operational risk (CIPS, 2018).

Ethical procurement is concerned with the way in which government personnel and their representatives carry out themselves while dealing with procurement processes. The focus on confidentiality, impartiality, fairness, consistency, transparency and conflict avoidance, all constitute procurement ethics. To a large extent, ethics in organizations is predicated upon a number of factors which include; government policies, technological factors, professionalism and employee training. By complying with procurement law, an individual can be said to be ethical in business (Government of South Australia, 2018).

#### 1.1.1 Ethical Procurement

According to Wee (2019), 'ethics refer to the moral values and principles that guide people in the process of conducting their daily chores.' This has the meaning that ethical behaviours may be denoted by truthfulness, uprightness, reliability, meticulousness, justice, esteem, and consistency. To be ethical, it is necessary to avoid conflict of interest in any of its forms. On the other hand, unethical behaviour consists of acts that interfere with policies, done at high

levels of government and which are beneficial to leaders with very little regard to members of the public (Lindskog, Staffan & Brehmer, 2020). In public procurement, ethics consists of avoidance of conflict of interest, equal opportunity, confidentiality and avoidance of fraud in the procurement processes (GOK, 2018).

As stated by Leenders, Johnson, Flynn and Fearon (2019), for the purposes of achieving value for money and attainment of efficient service delivery, it is important that public procurement practice adopts a strong goodwill for ethics. Another reason necessitating the practice of ethical procurement is the avoidance of loss, corruption and vendor favoritism.

Globally, public procurement systems are viewed as a constituent of development expenditure effectiveness. Translation of government budgets is only made possible through delivery of quality services and this is done through goods, services and work purchases. According to OECD (2018) the worth of procurement done by government was projected at USD\$2,000, corresponding to 30% of trade in products globally and 7% of global GDP. In many developed countries, 10% of their GDP is dedicated to public procurement. This means that procurement effectiveness is required in both developing and developed countries as this would support open competition while reducing fraud.

Organizations all over the world consider transparency in the use of public funds as achievable through the creation of comprehensive, transparent legal and institutional regulatory body in procurement activities (Prier and McCue, 2018). Over the years, empirical literature shows that higher organizational outcomes can be achieved by putting into practice practices that point to procurement ethics. This is so both in developed and developing countries; the benefits can be felt by realization of reduced corruption in the procurement process. (Banihashemi, 2019). Odhiambo, (2020) indicates that public procurement is important both

economically and politically. He also states that it is important to ensure that the process is cost-effective and competent.

It has generally been seen that employee perceptions have a high probability of influencing the overall organizational performance by influencing the level of organizational commitment, job satisfaction as well as the individual employee performance. Employee perceptions have had a direct influence on the way employees perform their work as well as the probability of them observing ethics. Organizational culture has a direct influence on the way employees relate with the organization as well as the way they relate with other employees. Culture also determines the approaches taken towards work performance. Work cultures directly affect employee productivity levels together with employee connectedness to the work they do.

In Africa, countries have since independence not performed well economically. This, according to Kabai (2019) is due to the lack of proper management of public resources together with the absence of working regulatory frameworks. In many third world countries, procurement activities are responsible for a huge proportion of expenditures made by governments. In Uganda, procurement 70% of expenditure goes to procurement while in Malawi it is 40% (World Bank, 2017). The failure of these countries to institute procurement accountability has been largely cited for the situation in most nations in Africa. Disclosure of private information available to agencies during tender process is mentioned as one of the unethical practices.

Despite the importance of ethical practices in public procurement, procurement has registered a culture of failure to comply together with an absence of accountability and transparency. These have led to large scale looting in procurement in Tanzania. Lack of ethics among procurement officers is goes together with other vices such as bribery, fraud and

nepotism, an ingredient to poor quality service delivered to the people (Zitha and Mathebula, 2018). Although different studies have been conducted on regulatory compliance in Tanzania, few studies related ethical behavior and regulatory compliance. Israel et al., (2019) analyzed ethical public procurement while relating it to organization performance. From the findings, Moshi District Council largely adopted transparency, accountability, fairness and procurement professional practices as ethical practices which positively relate with organization performance.

A study was done by Lema and Mrope (2018) to determine factors influencing ethics in procurement practices in public entities in Tanzania. From the findings, ability to adhere to code of ethics and conduct, fairness, transparency and integrity in the procurement process influences the level of ethical practices positively. Kipilimba and Richard (2018) did a study focusing on the assessment of effects of professional ethics on performance in Tanzania, focusing on the health sector. From the findings, when professionals' ethics are put first, the performance of the health sector in Tanzania can be improved.

It has been established by Wee (2019) that ethical standards that do not meet acceptable levels as well as unacceptable behaviour among officials in public procurement leads to an increase in the costs involved in the management and control of risks emanating from theft, fraud and corruption, thereby leading to reduced confidence in the public sector. The lack of ethics leads to procurement contracts being placed with the view of benefiting personal interests of individuals (Lema & Mrope, 2018).

Nyamu (2012) stated that financial institutions in East Africa incurred a loss of 48.3 million resulting from fraud in the years 2011 and 2012 and from these, Kenya had the highest loss at 39% with Uganda following at 31% and Tanzania at 30% of the total loss resulting from fraud. From this observation, the resultant effects of fraudulent activities and unethical behaviour

have been established yet no clear distinction has been made on the factors determining unethical behaviour especially in the context of government organizations.

According to OECD (2015), the direct costs of corruption may be in the form of public funds that are lost through miscalculations that result in higher expenses and goods, services and works of low quality. By paying bribes, individuals seek to get their money back by billing for work not performed and overpricing goods and services, reducing quality of work or using inferior materials. The result of this is exaggerated costs and reduced quality. According to a study by OECD and World Bank (2015), corruption in the infrastructure sector results in misallocation of public funds together with substandard and insufficient services (OECD, 2015a). Due to its hidden nature, it is hard to measure the exact cost of corruption. However, it is estimated at 10-30% of investment in publicly funded construction projects is lost through mismanagement and corruption (Wells, 2014). Despite this clear determination of how unethical procurement affects the public sector, no direct association has been determined between unethical procurement and performance.

### **1.1.2 Public Sector Performance**

The performance realized in the procurement department especially in public institutions has resulted in endless arguments in a number of countries in the world. The reason for this is the large amounts of public money in the form of tax payers' money which is used in the procurement of goods and services. In the financial year 2013 and 2014, the public sector in the United Kingdom (UK) spent £242 billion for purposes of procurement of goods and services, representing 33% of total public sector spending (Booth, 2018). Spending in public procurement in South Africa represents 29% of the country's gross domestic product (GDP) (Turley & Perera, 2019).

According to the submission of Evenett and Hoekman (2019), the government of Kenya spends up to 11% of its GDP on goods and services. Further, procurement department's

effectiveness is essential for the realization of success in any government institution (Chimwani, Iravo, & Tirimba, 2018). In developing countries, 50% to 70% of imports is directly accounted for by public procurement, meaning that any enhancements in the public procurement system can directly benefit the economic situation of a country holistically (Wittig, 2019).

### **1.1.3 Teachers Service Commission**

The Teachers Service Commission (TSC) is an Independent government Commission established under the Constitution of Kenya to manage human resources within the education sector. The commission was established in 1967 even though it was in existence from the 1950s when teachers, under the leadership of the late President Daniel Moi enthusiastically struggled for the creation of one teacher organization.

As a result of the formation of the first teachers union in Kenya in 1957 there was continued push aiming for the establishment of an overall organization to be concerned with the running of the dealings of all teachers. At the time, the employment of teachers was done either by local authorities, missionaries, or the central government and this resulted in a great inconsistency in the teachers' salaries as well as other terms of service. The Kenya Education Commission Report (The Ominde Report), in 1964 recommended the existence of a competent, respected and contented teaching force. It is these factors that culminated in the formation of the Teachers Service Commission in July of 1967 through an Act of Parliament. This sought to give teachers one employer together with identical terms and conditions of service (TSC, 2022).

### **1.2 Statement of the Problem**

The procurement function has a serious function directed towards the achievement of an organization's strategic objectives. It is further tasked with the role of availing materials, goods and services for use in the production-related operations of an organization. System controls

that are planned and premeditated properly are capable of reducing the chances of fraudulent and malfeasant behavior occurring (Chapman II & Glatz, 2019). In public procurement, ethical practice warrants the proper use of public resources with the aim of attaining better service delivery to the public (Ayoyi and Mukoswa, 2019). When a good ethical procurement system is in place, governance reforms can be effectively carried out and this is done in the presence of transparency, accountability, and stakeholder participation (Quinot & Arrowsmith 2018). In procurement, ethics makes sure that value for money, integrity in public spending practices, accountability to the public, and efficiency are maintained as the primary drivers for procurement practice in public organizations (Manyaka and Sebola, 2018).

Public procurement represents a major economic activity of governments and is responsible for a substantial proportion of the Gross Domestic Product (GDP). It results in great financial flows averaging 10-15% of GDP across the world (Zhou, 2012). With this background, it is evident that an effective procurement system can be used strategically by governments to eradicate mismanagement and waste of public funds. Notwithstanding the important role of ethical practices in public procurement, a culture of non-compliance has been witnessed, together with a lack of accountability and transparency resulting in large scale looting and unethical procurement practices in government institutions. There is a national outcry and demand for increased frugality in the use of national resources and this is according to the financial year latest report for 2016/2017. According to the report from the office of the Auditor General, there has been rampant wastage and unexplained spending in most government institutions and county governments from the year 2013. These expenditures amount to losses running into millions of shillings.

Unethical conduct of procurement officials goes hand-in-hand with corruption, bribery, fraud and nepotism and these impact negatively on the quality of services that are delivered to the people (Zitha and Mathebula, 2019). According to Chepkoech (2021), a number of factors

affect ethical procurement in the public sector such as employee training; organizational culture; procurement policies; information communication technology; and lead time. It has been ascertained further that the influence of these factors on ethical procurement is often dependent on employee perception and organizational culture. However, despite the information that is available in this area, not much has been done to investigate further, especially at the Teachers' Service Commission.

Based on empirical literature put together over the years, it has been seen that the implementation of ethical practices in procurement results in higher levels of organizational performance and this is true to both the developed and developing countries. The result is better organization success through a reduction in corruption and other unethical practices in procurement process (Banihashemi, 2019). A number of researchers have studied ethics while seeking to ascertain its effects on procurement performance. Based on the past studies, Amemba et al. (2020) did a research that discovered that ethics practiced by procurement staff substantially affects procurement performance in the public sector. In another instance, Loice (2018), did a study focusing on the retail industry of the private sector. Findings of the study showed that even though trust doesn't affect procurement performance directly, by virtue of it constituting ethics, it affects procurement performance considerably.

In a study of the public sector, Wanyonyi and Muturi (2019) found that work ethics among staff members impacted on procurement performance. Similar findings were recorded by Philly, Were and Nkirina (2020). In their case, they found out that various forms of conflicts of interest such as personal gain, nepotism, outside influences can harm procurement performance. Despite a number of studies being done with regard to ethics in the public procurement sector, none of the available listed literature reviews focused on ethical procurement in the public sector performance which is very key in the present study. Also, not much has covered the Teachers Service Commission. It is against this background that the

study sought to fill this gap by assessing the determinants of ethical procurement performance at teachers' service commission.

### **1.3 Research Objectives**

The study investigated determinants of ethical procurement performance at teachers' service commission.

The study was guided by the following specific research objectives;

- i. To establish the effect of government policies on ethical procurement performance in the public sector in Kenya
- ii. To assess the effect of technological factors on ethical procurement performance in the public sector in Kenya
- iii. To evaluate the effect of professionalism on ethical procurement performance in the public sector in Kenya
- iv. To determine the effect of employee training on ethical procurement performance in the public sector in Kenya

### **1.4 Research Questions**

- i. What is the effect of government policies on ethical procurement performance in the public sector in Kenya?
- ii. To what extent do technological factors affect ethical procurement performance in the public sector in Kenya?
- iii. What is the effect of professionalism on ethical procurement performance in the public sector performance in Kenya?
- iv. To what extent does employee training affect ethical procurement performance in the public sector in Kenya?

## **1.5 Justification of the Study**

### **1.5.1 The Teachers Service Commission**

This study will help the leadership at the Teachers Service Commissions together with other sections of the public sector as the study will make it possible for them to comprehend what comes out of procurement ethics with regards to performance of procurement sections and units. Findings will establish a basis through which good procurement decisions can be made. It will also avail information that will ensure that no further expenditure is incurred in the procurement department with the aim of getting information.

### **1.5.2 Scholars**

The findings of this study will go a long way in ensuring that scholars in the area of procurement are well versed with information on how procurement ethics can be useful to an organization. The study will also pave way for future research on procurement ethics.

### **1.5.3 Policy Makers**

At present, there are many ethical issues in the public sector. This is in spite of there being guidelines and policies. This research will add up to the actions already taken by the government to overcome ethical issues in procurement. The findings of this study will help policy makers in the formulation of functional policies promoting transparency.

## **1.6 Scope of the Study**

In conducting the study, emphasis was put on the Teachers Service Commission from where data collection was done. Data was mainly collected from the procurement heads together with selected procurement staff from the TSC, Nairobi. Many procurement activities are done in the public sector. Also, the public sector organizations are very important to the government and these form the reason for the current study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is concerned with the examination of past studies in this area as well as in related fields. The chapter contains a theoretical review which involves a critical discussion of relevant theories, an empirical review of the study which has been organized thematically according to the objectives of the study and a conceptual framework which relays the actual relationship between the study variables. Finally, the chapter also presents a section on operationalization of variables.

#### **2.2 Theoretical Review**

This section reviews various theories that were used in the study with the aim of relating the independent and dependent variables. The study's focus was on these particular theories; Deontological Theory, The Theory of Justice and the Theory of Planned Behaviour. The theories were discussed in relation to the current study.

##### **2.2.1 Deontological Theory**

The deontological theory is the work of Kant (1964) and it proposes the prioritization of duties over consequences. This results from voluntary, informed obedience to the dictates of moral law, regardless of the circumstances (Portmore, 2007). Tethering moral life to the uncertainties of everyday existence is a prescription for socio-political instability, civil chaos and even extreme moral relativism. The violation of a deontological duty is a per se violation of the moral law; consequences are only secondarily relevant (Arneson, 2004). However, of all of the core components in Kant's system freedom constrained by obedience to universal moral law, the prioritization of duties over consequences, recognition of the danger of assuming certainty in the selection of optimal outcomes the categorical imperative, which demands that we not only treat others as ends rather than means, but also treat others as we would want them to treat us, seems to leave room for consequentialist tinkering (Peterson, 2010).

On the one hand, the categorical imperative imposes universal moral duties that will not only stabilize social expectations, but also help to protect individuals from potentially destructive acts committed by others. But the categorical imperative also resembles an agreement between persons on a basic set of guidelines that will ensure individual freedom, civil order and the rule of law, and as such it has a quasi-contractualist sensibility that resembles rule consequentialism.

The relevance of this theory is that it offers the implied thinking on rationality and ethics in procurement processes in the public sector with regards to abiding by rules that necessitate the treatment of employees by other employees as ends rather than means. This results in a situation whereby morality is based on laws as opposed to circumstances. Further, by practicing this theory, public organizations are able to follow moral norms of procurement that are legal and generally accepted universally. This theory suggests that if employees are able to follow the relevant codes of ethics in procurement, unethical practices such as corruption can be avoided successfully.

### **2.2.2 The Theory of Planned Behaviour**

This theory emanated from the theory of reasoned action which was established by Ajzen and Fishbein in 1980 (Jiyun, 2010). According to the theory, human behaviours are as a result of a combination of intention, volition and perceived behavioral control. Individuals choose behaviours they engage in based on the level of control they have over these behaviours. This theory has been used in many countries to evaluate ethical behaviour (Henle, Reeve & Pitts, 2010), and these have mainly emphasized on the three beliefs that constitute intention to carry out a given behaviour which are attitude towards the behaviour, the subjective norm and perceived behavioral control (Shahria, Ferdous & Polonsky, 2013).

In a study in Malaysia by Noor, Nor, Mazlina and Rozita (2014) on performance management system implementation, the theory was utilized to describe how employees carry themselves around while implementing an organization's performance management system.

From the study, this theory is useful in explaining the employee's behavior and initiatives to improve performance and the levels of commitment to the firm.

## **2.3 Empirical Review**

### **2.3.1 Government Policies and Ethical Procurement**

In the study of Ndolo and Njagi (2018), they investigated ethical practices in relation to effectiveness. The findings of the study showed that when organizations are more ethical in their practices, they are able to realize higher levels of effectiveness in the procurement processes. Also, any organization can achieve higher performance and delivery if there is an active incorporation of transparency, fair bidding and award of tenders; accountability and responsible purchasing and supply that is aligned to the prevailing rules and regulations. Based on the submission of Mbae (2021) when procurement officers are involved in unethical practices that are not in line with government regulations in public procurement, the whole procurement process gets impacted negatively. The findings of this study did not point out the direct relationship between government policies and ethical procurement as other factors were also discussed. Further, there was no deliberate and outright discussion of organizational performance as a variable in the study.

Mlinga (2010), hypothesizes that in the presence of legal regulations especially in a country, the country is at a better position of ensuring that ethics in procurement is achieved to the highest level. He further submits that good public procurement is emanates from equity, ethics, accountability, transparency and fair dealing. When these are practiced, effectiveness and efficiency can be achieved in the procurement process while at the same time realizing value for money. A technical solution to an adoption problem can be easily realized when there is a strict adherence to the Acts and Codes of Ethics. Generally, unethical behaviour is acquired by people in the process of growth as nobody is born unethical. As a rule, the laws and code of

ethics cannot work well in the absence of a system to reverse the thinking and behaviour of people. Ethical behaviours should therefore be indoctrinated to industry professionals.

Mpeera *et al.*, (2017) did a study in Uganda to examine the relationship between social value orientation and regulatory compliance in public procurement. The study found out that procurement officers who are self-interested follow rules even though they do not believe in these rules. The government on the other hand perceives these rules as able to encourage transparency and accountability. The study also showed that regulatory compliance is born out of legitimacy and the perception of entitled procedural outcome according norms of justice and norms of fairness. Despite the relevance of this study to the present study, there is a general lack of similarity in the areas of study as the regulatory environment in Uganda may not necessarily reflect the situation in the Kenyan regulatory environment.

A study was done by Kinoti *et al.*, (2018) on the implementation of supply chain management ethics in government ministries in Kenya. The findings disclosed that there is a high level of awareness regarding procurement regulation. This has been seen to have a direct contribution to the level of implementation of supply chain administration and ethics at the level of government ministries. Further findings from the study showed that there is a high degree of correlation between transparency and accountability with the same being seen with supply chain management ethics. The recommendations pointed out that training should be offered to supply chain practitioners with the goal of schooling them on ways of complying with procurement law. This kind of training should be directed towards facilitating the implementation of supply chain management ethics. The study's focus was on government ministries in Kenya while the current study focused on the Teachers Service Commission.

In the study of Ndolo and Njagi (2018) on the role of ethics in procurement process effectiveness in Kenyan water sector, it was recognized that there is necessity of ethics as a

solution to the problem of malpractices in the procurement process. As a recommendation, training should be provided to procurement personnel on ethics to make sure that they have the requisite knowledge while at the same time improving the level of procurement efficiency.

### **2.3.2 Technological Factors and Ethical Procurement**

Research was done by Wanyonyi and Muturi (2017) to evaluate the factors that affect performance of procurement in public technical training institutions with focus being on Kisumu County, Kenya. The study's main objectives were to analyze three main public procurement methods which included; information technology effect on procurement performance; to establish extent to which staff competency influences procurement performance and to count the ethical issues that affect decision making in the performance of procurement functions in public technical training institutions. The collection of primary data was done using questionnaires while analysis was done using quantitative analysis which put to use both descriptive and inferential statistics. From the conclusions of the study, information communication technology, ethics and staff competency, all affect procurement performance positively in the context of technical training institutions.

Another study was done by Awino and Wainaina (2019) and its focus was on SCM best practices of large manufacturing firms in Kenya. From the study findings, it was ascertained that the following are the most important supply chain management practices of large manufacturing firms in Kenya; operating policies, linkages with supply chain firms, improved performance, information technology systems, strategic alliances, performance measures, goal orientation, customer services guidelines and procedures, supplier evaluation. The study further established that in comparison to the SCM best practices practiced globally, those practiced in large firms in Kenya compare suitably. As one of the study's considerations was information communication technology. This is in line with the present study even though in

their study they did not discuss it exhaustively. In the present study, technology was regarded as one of the determinants of ethics in procurement and as a determinant of performance.

According to the study of Amayi and Ngugi (2018), done at the Ministry of Environment, Water and Natural Resources headquarters, they explored the factors that determine the performance of the public procurement function in Kenya. In the study, descriptive design approach was used. Sampling of respondents was done from all the 11 departments in the ministry. All these departments have a total of 320 staff members at the head office and these made up the target population. 80 respondents were sampled to participate in the study making up 25% of the study population. Questionnaires and unstructured observation were used for data collection. For the purposes of data analysis and presentation, both descriptive and inferential analysis were used. The findings showed that there is a strong correlation between legal framework, management support, professional ethics, ICT and government policies and procurement performance in Kenya. While the study ended up with substantial findings, it failed to directly measure the role of ICT in procurement performance. The present study investigated the determinants of ethics in relation to performance of the Teacher's Service Commission.

Bashuna (2013) did research intended at assessing the selected factors that affect effective management of the procurement function at Nakuru North Sub County Procurement Unit. In the study, census was done in all the 30 ministry departments in the procurement units among departmental heads. Collection of data involved the use of questionnaires while analysis was done using descriptive statistics together with Pearson Product Moment Correlation. The findings pointed out to the effectiveness of the management of the procurement function. This state of affairs was credited largely to ICT adoption, the internal control system, accountability and project financing. The study looked at ICT adoption as being one of the factors that affect the effective management of the procurement function. In the same way, the current study looks

at technology as a determinant of ethics at the teachers' service commission as well as its implications on performance. The current study therefore sought to fill the gap left by Bashuna's study as it highlighted the ways in which technology can impact on ethical practices and performance.

Amayi and Ngugi (2013) did a study that was aimed at exploring the factors determining public procurement performance in Kenya in the Ministry of Environment, Water and Natural Resources headquarters. Findings of the study showed that procurement performance correlated heavily with ICT among other factors. In a similar way, Nyamu (2021) carried out research that sought to establish the influence of ICT on the performance of donor funded projects in Kenya. According to the study outcomes, it was established a positive interaction of ICT and performance of donor funded projects. Despite his work being limited to logistics and supply chain practices only, it dealt only with the interaction that exists between ICT and supply chain management in relation to donor funded projects in Kenya. The current study on the other hand was on the determinants of ethical procurement performance at Teachers Service Commission.

### **2.3.3 Professionalism and Ethical Procurement**

Rasmus (2020) identified how critical it is for firms to lessen the probability of choosing suppliers who are unethical and products that are of poor quality since these can contribute to the destruction of a firm's reputation. As a consideration, it was determined that professionalism in procurement reduces the chances of unethical practices being witnessed. There exists a direct relationship between professionalism, ethics and performance. It was further ascertained that ethics in sourcing plays the overall role of measuring and increasing the social and environmental conditions surrounding the operation of suppliers. It also becomes instrumental in the assessment of processes which can help to entrench ethics in supplier organizations. While the study's focus was on professionalism as a single indicator, the present

study was on the determinants of ethical procurement performance at teachers' service commission and looked at ethics together with other factors as opposed to studying it in isolation.

Maina (2020), studied the factors that determine ethical procurement and among the factors under study were professionalism and regulations. According to the findings of the study, when oversight authority is not strengthened, as well as when there are non-transparent practices, the implementation of procurement law is hampered largely and ethics becomes unrealized in such cases. Among the conclusions of this study were that when there are inefficiencies in procurement, procurement costs go up and this leads to longer cycle times and procurement decisions that are of low quality. As an overall observation, lack of professionalism and regulations in procurement gives room for the perpetuation of unethical practices and ultimately, poor performance is registered in procurement.

A study was done by Kiage (2018) which looked into the factors affecting procurement performance in the Kenya. The study focused on the ministry of energy and from the findings, there is poor contract management at the ministry. This is shown by payments targeting suppliers and which take too long to mature and this hinders service delivery of these suppliers to a very great extent. In the study, procurement performance was also measured using efficiency and effectiveness. The study recommended that only competent, qualified and experienced procurement professionals should be engaged in the management of procurement processes as this would ensure that good procurement standards are maintained while at the same time realizing high levels of efficiency and effectiveness in the procurement function. A further explanation is provided by Ndiga and Ismail (2016) who indicated that procurement performance is depicted by competence/professionalism, transparency, directness and workers' competence. These indicators should be established by any firm before evaluating procurement performance.

In a study by White *et al.*, (2016), procurement was evaluated in different organizations, both public and private. In the study, 20 procurement managers and 15 finance officers working in state institutions versus private institutions took part. Selection of these individuals was done through purposive methods. The aim of the study was to establish fraud and unethical issues in procurement in these institutions and the contribution that professionalism has had on these. The findings pointed out that the main point at which fraud occurs is during supplier selection and contract administration. Other areas linked to fraudulent activities and loss of public funds were lack of project completion as well as unnecessary spending in the public sector. In the same way, a study was done in Malaysia by Amelika (2019) on the ethical challenges that face procurement with focus being directed to medical institutions. Descriptive research design was used with a sample size of 232 medical facilities. Analysis of data collected was done using inferential statistics. From the study results, a strong negative correlation exists between hostile culture, unprofessionalism, and language barrier and supply chain integrity. Based on the findings, organizations face the challenge of procuring abroad due to the hindrance presented by language translation, which further deters effective communication on ethical issues.

#### **2.3.4 Employee Training and Ethical Procurement**

Okwach (2018) did a study which looked into supply chain management: theory, practice and future challenges in Europe. In the study, he identified supply chain management enablers and barriers as transparency of information and knowledge, supply chain behavior and performance measurement. SCM drivers were identified as globalization, training, outsourcing and fragmentation. Market polarization was also cited as a driver but only to some extent. Based on the submissions of the study, for supply chain management to run properly, training is key. This directly applies to the present study which seeks to look into ways in which training influences ethics in procurement. Despite the relevance however, the study was done in Europe, creating a gap which the present study sought to fill by being conducted in Kenya.

According to Ndolo and Njagi (2014), procurement process effectiveness is dependent on the level of ethics practiced in the organization. Ethics is shown by transparency, fair treatment in bidding and tender award; accountability and responsibility in purchasing and supply. The level of training possessed by employees is another determinant of ethics in procurement as it influences the behaviour of employees. Training also positively influence the procurement processes in the organizational setting leading to higher performance. Based on these submissions, the provision of training to procurement officials can largely influence the performance outcomes of organizations due to the outstanding outcomes resulting from ethical behaviour displayed by the staff. The present study sought to draw a direct relationship between determinants of ethics and performance at the Teachers Service Commission.

Mbae (2014) conducted a study on the role of training on ethical practices among procurement officers. In his findings, showed that there exists a negative connection between unethical practices among procurement officers and the procurement process. The study further showed that the kind of training received by employees has a direct influence on the way they adhere to ethical standards. This study was done in Machakos County and it was established that training is directly related to ethics at the organizational level and that unethical practices affect the overall procurement performance. The study was done in Machakos County while the present study was done in Nairobi, focusing on the Teachers Service Commission.

Lema and Mrope (2018) did a study to determine factors influencing ethical procurement practices in public bodies in Tanzania. In the study, a special emphasis was made on staff training as a concept and as a factor that might affect the interaction between ethics and performance of an organization. From the findings, it was established that training shaped the overall outlook of employees and went a long way in determining their overall behaviour with regards to ethics and organizational best practices. The study further ascertained that training increased the probability of employees observing the code of ethics and conduct,

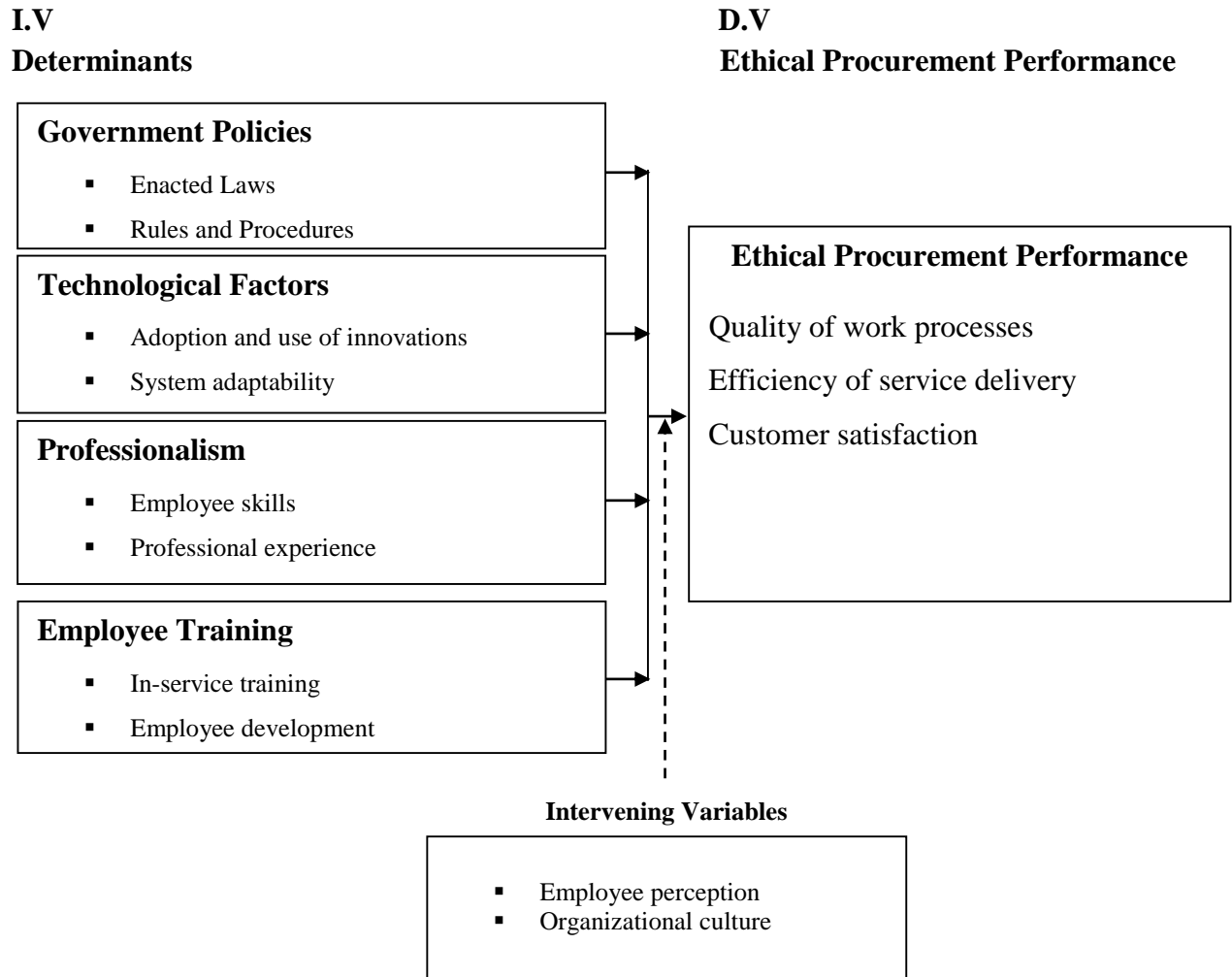
fairness, transparency and integrity in the procurement process and this influences the the level of procurement ethical practices positively. A much longer term relationship was established between these factors and performance. Based on the geographical location of this study, the findings may not apply directly to the situation in Kenya and as a result, the current study was conducted which focused entirely on the Teachers Service Commission in Nairobi, Kenya.

Athumani and Minja (2019) did a study on the Individual Factors Influencing Procurement Regulatory Compliance by Tanzanian Local Government Authorities. From the study findings, personal qualification, awareness of staff concerning procurement rules and regulations, staff training and employee workload have an influence on compliance with procurement regulations put in place by local authorities. Following the findings of this study, the kind of training that employees receive determines the level of their personal qualification and this is further directly correlated to the performance of individual employees, together with the performance of the organization as a whole.

#### **2.4 Conceptual Framework**

The framework diagrammatically relays interaction between the independent variable and the dependent variable.

**FIGURE 1**  
**Conceptual Framework**



*Source: Own Conceptualization (2022)*

## **2.5 Operationalization of Variables**

In this study, the independent variable was determinants of ethical procurement and was measured using the following; Government policies which are guidelines and regulations laid out by government that outline the overarching principles and standards used to set direction and influence decisions at the organizational level. In this study, government policies were represented by enacted laws which are regulations that are just coming into effect, together with rules and procedures which are already in existence and are therefore more entrenched.

Technological factors which are the elements that relate to the application of scientific knowledge to actual organizational aims regarding procurement processes within the organization. In this study, technological factors were mainly adoption and use of innovations together with system adaptability. Professionalism which refers to the competence or skill expected of procurement professionals at the organizational level. In this study, professionalism is represented by employee skills and professional experience. Employee training which refers to activities that are formulated and designed to impart knowledge to employees with the end goal of growth in job skills. In this study, employee training was represented by in-service training and employee development.

The dependent variable in the study was represented by public sector performance and this was measured using; quality of work processes, efficiency of service delivery, productivity or service delivery outcome and customer satisfaction. The study also had intervening variables which included; employee perception and organizational culture.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

The chapter presents the methodology that was used in this research and is presented under the following headings;

#### **3.2 Research Design**

The study utilized a descriptive survey research design. This was because the study sought to collect current, varied and detailed responses concerning the topic of research. According to Malhotra, Nunan and Birks (2017), a descriptive survey entails collecting data in order to get a detailed description of current practices, status of the subject or situation required. The design was also deemed as appropriate since the researcher intended to collect views from respondents in an expansive area as well as covering a representative population.

The researcher sought to collect and analyze both quantitative and qualitative data. Quantitative information gathered was analyzed and presented in a manageable form. Qualitative data collected indicated feelings, perceptions and thoughts of respondents.

#### **3.3 Target Population**

According to Creswell (2014) target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusion. The researcher targeted the Teachers Service Commission and was interested in collecting data from the staff especially all the staff members from the procurement department including department officials and general staff members from the procurement department of the commission's head office in Nairobi. The target population therefore added up to 126 individuals. In the study, the unit of analysis was the Teachers Service Commission.

### 3.4 Sampling and Sampling Procedure

The determination of a sample size to be used in a study is dependent on the span of data collection together with the requirement to have adequate statistical power (Alise & Teddlie, 2010). Babbie (2015) argued that in the determination of sample size, the need to keep it manageable is majorly considered. This makes it possible for the researcher to come up with detailed data at an affordable cost.

According to the submission of Alise and Teddlie (2010), purposive sampling is a form of subjective sampling characterized with the full reliance of the researcher in their own judgment for choice of participants. In this case, the respondents were selected based on their positions at the Teachers Service Commission hence those selected from the procurement department were people in a position of providing the much required information accurately. This was done with respect to the following formula;

$$nf = 1 + \frac{\frac{n}{N}}$$

According to the formula;

nf= desired sample size when the population is less than 10,000

n = desired sample when the population is more than 10,000

N = estimate of the population's size

$$\begin{aligned}nf &= 1 + \frac{384}{126} \\&= \frac{384}{1+3.047} \\&= \frac{384}{4.047} \\&= 94.9\end{aligned}$$

Based on this therefore, the sample size for the study consisted of 95 respondents.

### **3.5 Research Instrument**

Primary data was used entirely in this study. Based on this therefore, questionnaires and interviews were used to collect data for this research. Two research assistants were hired to help collect data from the field by administering questionnaires to respondents and interviewing key informant respondents. The questionnaires contained closed questions which were presented in the form of 5 point Likert scales. This kind of question presentation allowed the respondents to select a response from the options available. The key informant respondents were interviewed using an interview guide which was constructed in accordance with the research questions.

### **3.6 Validity and Reliability of the Instrument**

#### **3.6.1 Validity of the Research Instruments**

Validity is a degree to which results obtained from the analysis of the data actually represent the phenomenon under study. It is the accuracy and meaningfulness of inferences which are based on research results. According to Creswell (2014), the ability of an instrument to perform a given purpose points to its validity. Content validity was used in this study. Validity can also be described as the level at which data analysis results correspond to the actual area under study (Sekaran & Bougie, 2013).

#### **3.6.2 Reliability of the Research Instruments**

Reliability is a measure of the degree to which a research yields consistent results or data after repeated trials. Determination of reliability of data collection instruments was done from a pilot study where the researcher administered the research instruments to individuals not included in the study. The researcher used their responses to know the effectiveness of the questionnaires (Creswell, 2014).

### 3.7 Data Collection Procedure

A letter of authorization to collect data was picked from the KCA University. After this, the researcher personally visited the commission with the help of research assistants to seek for permission and arrange for a data collection date. On the day of data collection, questionnaires and interviews were issued to respondents using the drop and pick method. After collecting data, the research instruments were organized in readiness for coding and data analysis.

The respondents were provided with full information and the reason behind carrying out the research study as well as the time it would take to conclude the study as recommended by (Creswell, 2014). The researcher also disclosed the intended use of the results found from the undertaking. During the study, the principle of confidentiality was adhered to fully.

### 3.8 Data Processing and Analysis

The data collected was analyzed using descriptive statistics and Microsoft Excel, 2013 together with SPSS version 23. According to Sekaran and Bougie (2013), descriptive studies are useful for describing characteristics of a group of people or extent of general conditions of a phenomenon. Therefore, quantitative data was analyzed through the determination of measures of central tendency to help determine the distribution of data as well as calculating measures of frequency to understand the behaviour of the data. Analyzed data was presented systematically using frequency tables, bar graphs, pie charts and narratives. Inferential statistics was analyzed with the aid of Pearson correlation and multiple regression techniques. The following model was used;  $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Where

y= ethical procurement performance

a Constant or intercept

$\beta_1$  Beta coefficient for  $X_1$

$X_1$ ; government policies

$\beta_2$  Beta coefficient for  $X_2$   
 $X_2$ ; technological factors

$\beta_3$  Beta coefficient for  $X_3$   
 $X_3$ ; professionalism

$\beta_4$  Beta coefficient for  $X_4$   
 $X_4$ ; employee training

$e$  is the error term

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter contains the data analysis, together with findings and discussions emanating from the data analyzed. Presentation of data has been done using frequency tables, pie charts and bar graphs.

#### 4.2 Response rate/Descriptive Statistics

The sample size of the study was comprised of 95 respondents and therefore, this was the number of questionnaires given out. Of these respondents however, only 79 gave complete responses that were analyzed and used in this study. This information has been summarized on the following table;

**TABLE 1**  
**Response Rate**

	Issued	Returned	Not returned
<b>No. of questionnaires</b>	95	79	16
<b>Percentage</b>	100	83.2	16.8

*Source: Field Data (2022)*

According to the table above, the study had 83.2% of the respondents responding positively to the research questionnaires indicating that the study had a satisfactory response rate.

#### 4.3 Demographic Information

##### 4.3.1 Gender

It was necessary to ascertain sexual category of individuals participating in the study as this would help in identifying them further.

**TABLE 2****Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
<b>Male</b>	43	54.4
<b>Female</b>	36	45.6
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

Majority of the respondents constituting 43 (54.4%) were male as a lower proportion of 36 (45.6%) were female pointing to an almost equal representation of both males and females in the study.

#### 4.3.2 Respondents' Age Brackets

Findings on this are presented on Table 3;

**TABLE 3****Respondents' Age Brackets**

<b>Age bracket</b>	<b>Frequency</b>	<b>Percent</b>
<b>18-30 years</b>	19	24.1
<b>31-40 years</b>	37	46.8
<b>41-50 years</b>	14	17.7
<b>51 years and above</b>	9	11.4
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

The findings show that to a large extent, a majority of the respondents were in the age assortment of 31-40 years as shown by 37 (46.8%) of the respondents. 19 (24.1%) were 18-30 years of age as 14 (17.7%) were in the bracket of 41-50 years and the least, 9 (11.4%) were in the age category of 51 years and over. These findings are an indication that most of the participants included in the study were in their middle ages.

### 4.3.3 Time Worked At the Teachers Service Commission

Findings were as relayed on Table 4;

**TABLE 4**

**Time Worked At the Teachers Service Commission**

<b>Time Worked</b>	<b>Frequency</b>	<b>Percent</b>
<b>1-4 Years</b>	16	20.3
<b>5-9 years</b>	29	36.7
<b>10-14 years</b>	20	25.3
<b>Above 15 years</b>	14	17.7
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

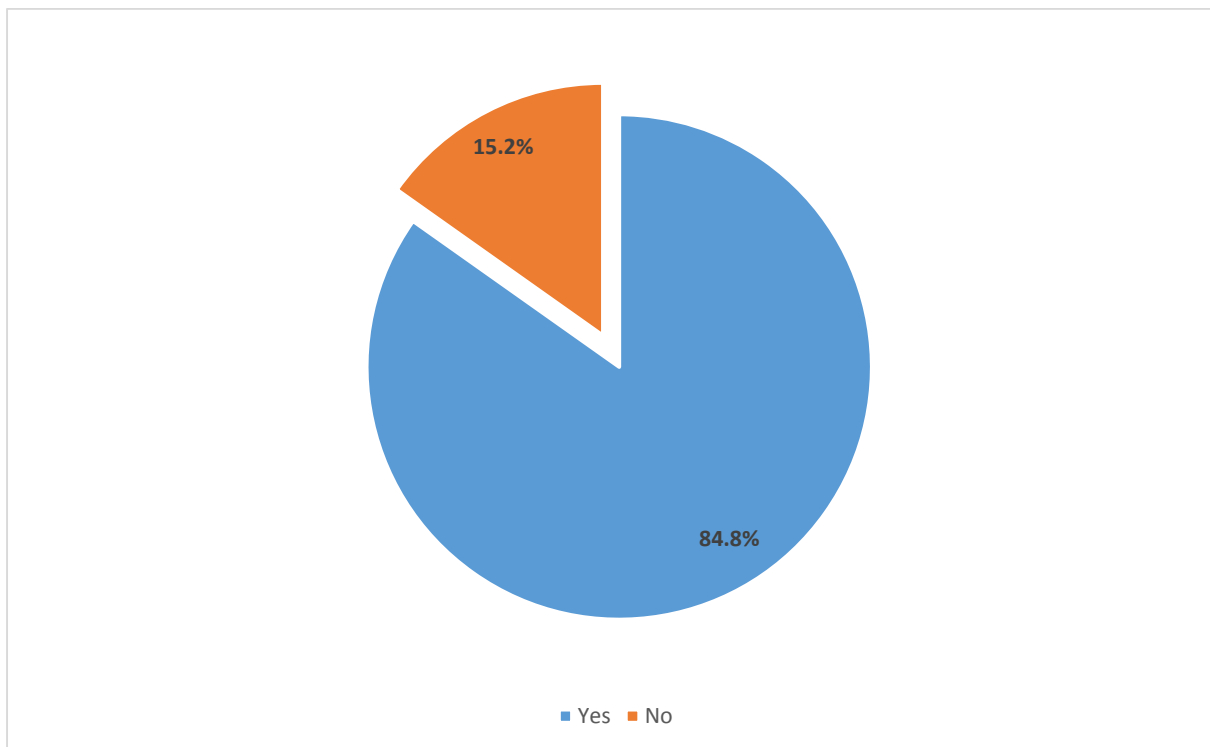
According to the findings on the table, majority respondents have worked at the Teachers Service Commission for 5-9 years represented by 29 (36.7%) as 20 (25.3%) stated that they have worked for 10-14 years. It was also established that 16 (20.3%) have worked for the shortest time of 1-4 years with the least having worked for above 15 years representing 14 (17.7%). These can be viewed to coincide with the extent which the respondents are level of understanding or familiarity of the respondents in relation to the kind of work done at the commission.

#### 4.4 Study Variables

##### 4.4.1 Government Involvement with Procurement

The respondents were asked whether the government gets fully involved with procurement procedures that are carried out within the public sector. Findings on this were as presented on the Figure 2 following

**FIGURE 2**  
**Government Involvement with Procurement**



*Source: Field Data (2022)*

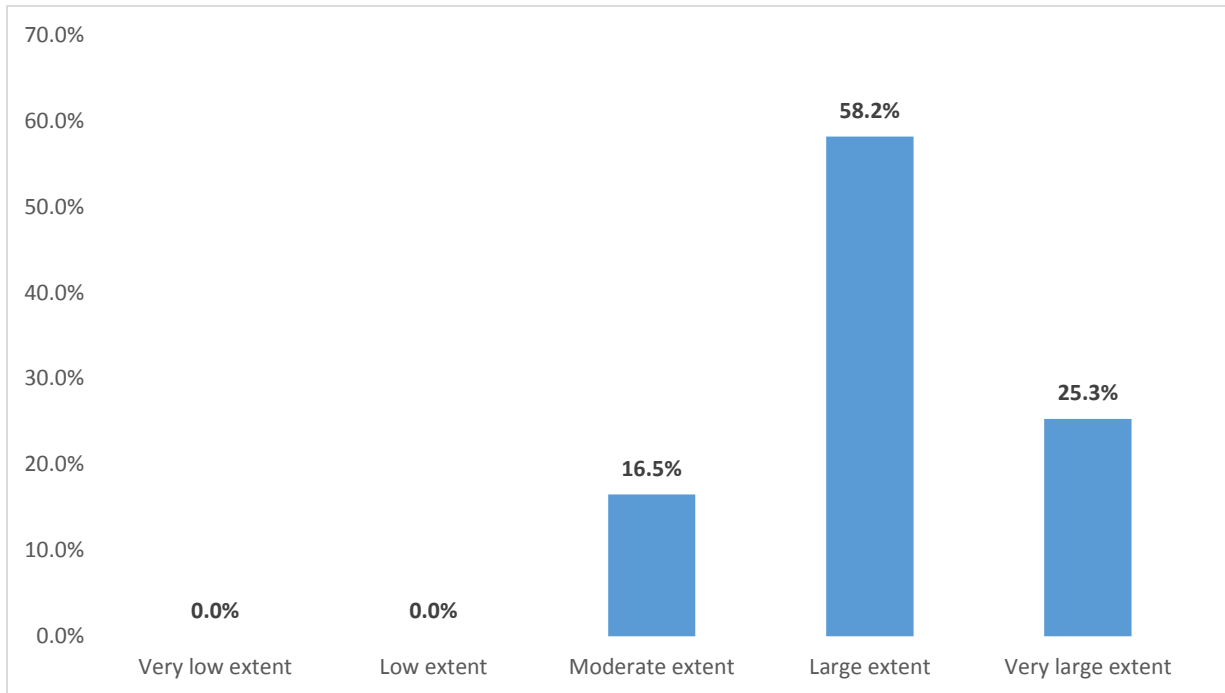
Going by the outcomes gathered from this research, a large number of the study participants represented by 84.8% agreed that government gets involved with procurement processes in the public sector as 15.2% were in disagreement.

##### 4.4.2 Government Involvement in Public Procurement

The study pursued to ascertain the extent of government involvement in community procurement and the findings have been relayed on Figure 3;

**FIGURE 3**

**Government Involvement in Public Procurement**



*Source: Field Data (2022)*

The findings on Figure 3 show that government involvement in public procurement is to a large extent as is signified by 58.2% of the responses as 25.3% cited a very large extent and 16.5% reported a moderate extent.

**4.4.3 Effect of Government Policies Ethical Procurement Performance**

The findings are shown on Table 5;

**TABLE 5**

**Effect of Government Policies Ethical Procurement Performance**

**1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

		<b>S.A</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>S.D</b>	<b>Total</b>	<b>Mean</b>	<b>Std Dev</b>
<b>Ethical procurement policies provide clear guidance</b>	F	37	29	7	6	0	79	4.23	0.905
<b>looking for materials and initiating relationships both internally and externally</b>	%	<b>46.8</b>	<b>36.7</b>	<b>8.9</b>	<b>7.6</b>	<b>0.0</b>	<b>100</b>		
<b>An increasing number of public organizations have come to the realization that for them to provide exemplary services and products, they need to follow government policies and enacted laws</b>	F	37	16	0	19	7	79	3.72	1.476
	%	<b>46.8</b>	<b>20.3</b>	<b>0.0</b>	<b>24.1</b>	<b>8.9</b>	<b>100</b>		
<b>Government is a regulator through rules and procedures that are established to guide people and these go a long way in entrenching high levels of ethics in public procurement</b>	F	36	33	4	0	6	79	4.18	1.083
	%	<b>45.6</b>	<b>41.8</b>	<b>5.1</b>	<b>0.0</b>	<b>7.6</b>	<b>100</b>		
<b>Government policies offer guiding principles that promote ethical behaviour in public procurement</b>	F	43	23	9	4	0	79	4.33	0.873
	%	<b>54.4</b>	<b>29.1</b>	<b>11.4</b>	<b>5.1</b>	<b>0.0</b>	<b>100</b>		
<b>Government policies in public organizations have provided a way of making sure that the process of procurement can be done in an environment devoid of conflicts and this can improve performance</b>	F	31	23	0	7	18	79	3.53	1.616
	%	<b>39.2</b>	<b>29.1</b>	<b>0.0</b>	<b>8.9</b>	<b>22.8</b>	<b>100</b>		
<b>With good public procurement systems, the government can reduce the level of pressure put on public budgets and make it possible for agencies to operate optimally</b>	F	51	17	3	1	7	79	4.32	1.204
	%	<b>64.6</b>	<b>21.5</b>	<b>3.8</b>	<b>1.3</b>	<b>8.9</b>	<b>100</b>		

*Source: Field Data (2022)*

The table shows findings on the effect of government policies ethical procurement performance. The findings have relayed a situation whereby a large number of the participants strongly approved that ethical procurement policies provide clear guidance for materials and initiating relationships both internally and externally. This was represented by 37 (46.8%). Further, 29 (36.7%) agreed, 7 (8.9%) were undecided and 6 (7.6%) disagreed ( $M = 4.23$ ,  $SD = 0.905$ ). The findings further show that an increasing number of public organizations have come to the realization that for them to provide exemplary services and products, they need to follow government policies and enacted laws. To this, 37 (46.8%) strongly agreed, 16 (20.3%) agreed, 19 (24.1%) disagreed and 7 (8.9%) strongly disagreed with the line of thought ( $M = 3.72$ ,  $SD = 1.476$ ). The study findings further point out that government is a regulator through rules and procedures that are established to guide people and these go a long way in entrenching high levels of ethics in public procurement as is shown by 36 (45.6%) of the respondents who strongly agreed and 33 (41.8%) who agreed. The findings further show that 4 (5.1%) were undecided as 6 (7.6%) strongly disagreed ( $M = 4.18$ ,  $SD = 1.083$ ).

Policies that are put in place by the government act as guidelines that make people want to behave ethically whenever engaging in purchasing and supply activities that involve the general public. This statement had the following responses; 43 (54.4%) strongly agreed and 23 (29.1%) agreed. Further, 9 (11.4%) were undecided and 4 (5.1%) disagreed ( $M = 4.33$ ,  $SD = 0.873$ ). Government policies in public organizations have provided a way of making sure that the process of procurement can be done in an environment devoid of conflicts and this can improve performance as shown by 31 (39.2%) who strongly agreed and 23 (29.1%) who agreed. Further, it was ascertained that 7 (8.9%) disagreed and 18 (22.8%) strongly disagreed ( $M = 3.53$ ,  $SD = 1.616$ ).

The findings on the Table also show that with good public procurement systems, the government can reduce the level of pressure put on public budgets and make it possible for agencies to operate optimally. This was according to the responses whereby 51 (64.6%) of the respondents strongly agreed, 17 (21.5%) agreed, 3 (3.8%) were undecided, 1 (1.3%) disagreed and 7 (8.9%) strongly disagreed ( $M = 4.32$ ,  $SD = 1.204$ ).

#### **4.4.4 Whether Technology Being Used In the Public Sector Determines Ethical Procurement Performance**

This information is relayed on Table 6;

**TABLE 6**

#### **Whether Technology Being Used in the Public Sector Determines Ethical Procurement performance**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
<b>Yes</b>	63	79.7
<b>No</b>	16	20.3
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

The findings show that technology use in the public sector influences ethical procurement performance as shown by 63 (79.7%) of the respondents who agreed as a smaller proportion of 16 (20.3%) answered No. These findings show that the use of technology in the public sector has an influence on the ethical procurement performance outcomes registered.

#### 4.4.5 Extent to Which Technology Has Impacted On the Level of Service Delivery

These findings are presented on Table 7;

**TABLE 7**

**Extent to which technology has impacted on the level of service delivery**

<b>Extent</b>	<b>Frequency</b>	<b>Percent</b>
<b>Very low extent</b>	0	0.0
<b>Low extent</b>	3	3.8
<b>Moderate extent</b>	26	32.9
<b>Large extent</b>	29	36.7
<b>Very large extent</b>	21	26.6
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

The findings demonstrated that technology used has impacted on the level of service delivery to a large extent as depicted by 29 (32.9%) of the responses. 21 (26.6%) on the other hand indicated that it is to a very large extent that technology impacts on service delivery.

#### 4.4.6 Effect of Technological Factors on Ethical Procurement Performance

The findings on effects of technological factors on procurement performance have been relayed on Table 8;

**TABLE 8****Technological Factors and Ethical Procurement Performance**

1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree

		S.A	A	U	D	S.D	Total	Mean	Std Dev
<b>Performance in most public entities has been poor due to among others, lack of adequate technology and lack of system adaptability</b>	F	29	28	12	0	10	79	3.84	1.285
	%	<b>36.7</b>	<b>35.4</b>	<b>15.2</b>	<b>0.0</b>	<b>12.7</b>	<b>100</b>		
<b>Procurement staff together with anyone involved in the process of procurement need to be well versed with modern technology</b>	F	33	34	0	10	2	79	4.09	1.076
	%	<b>41.8</b>	<b>43.0</b>	<b>0.0</b>	<b>12.7</b>	<b>2.5</b>	<b>100</b>		
<b>Adoption and use of modern technology exposes an organization to better methods of practicing procurement</b>	F	37	35	3	3	1	79	4.32	0.825
	%	<b>46.8</b>	<b>44.3</b>	<b>3.8</b>	<b>3.8</b>	<b>1.3</b>	<b>100</b>		
<b>Technology doesn't directly influence ethical procurement practice</b>	F	3	6	0	42	28	79	1.91	1.002
	%	<b>3.8</b>	<b>7.6</b>	<b>0.0</b>	<b>53.2</b>	<b>35.4</b>	<b>100</b>		
<b>By putting technology in place, it has been much easier for unethical behaviour to be eliminated in the public sector</b>	F	46	26	0	0	7	79	4.32	1.138
	%	<b>58.2</b>	<b>32.9</b>	<b>0.0</b>	<b>0.0</b>	<b>8.9</b>	<b>100</b>		
<b>Technology has become a major necessity for companies seeking to operate globally as the market conditions force organizations to put structures in place</b>	F	34	28	0	17	0	79	4.00	1.144
	%	<b>43.0</b>	<b>35.4</b>	<b>0.0</b>	<b>21.5</b>	<b>0.0</b>	<b>100</b>		

*Source: Field Data (2022)*

The findings on Table 8 were meant to show how technological factors affect ethics and procurement performance. According to the findings, it was further ascertained that a large number of public institutions have registered low levels of performance and this has been attributed to lack of access to standard technology together with lack of system adaptability as 29 (36.7%) strongly agreed and 28 (35.4%) agreed. The findings further point out that 12

(15.2%) were undecided and 10 (12.7%) strongly disagreed ( $M = 3.84, SD = 1.285$ ). The study findings showed that actually, individuals from the procurement department together with any other individuals that engage in procurement need to be in possession of familiarity and conversancy with the latest technology as 33 (41.8%) strongly agreed and 34 (43.0%) agreed. 10 (12.7%) disagreed and 2 (2.5%) strongly disagreed. ( $M = 4.09, SD = 1.076$ ). According to the findings, it was also ascertained that adoption and use of modern technology exposes an organization to better methods of practicing procurement as shown by 37 (46.8%) that strongly agreed and 35 (44.3%) that agreed. Further, 3 (3.8%) were undecided as an equal number disagreed and the least, 1 (1.3%) strongly disagreed ( $M = 4.32, SD = 0.825$ ).

The study found out that technology directly influences ethical procurement practice as shown by the large number of respondents who strongly disagreed and disagreed with the statement on the contrary at 28 (35.4%) and 42 (53.2%) respectively. Further, 6 (7.6) agreed and 3 (3.8%) strongly agreed ( $M = 1.91, SD = 1.002$ ). Further findings from the table show that 46 (58.2%) of the respondents strongly agreed as 26 (32.9%) agreed and 7 (8.9%) strongly disagreed that by putting technology in place, it has been much easier for unethical behaviour to be eliminated in the public sector ( $M = 4.32, SD = 1.138$ ). Technology has become a major necessity for companies seeking to operate globally as the market conditions force organizations to put structures in place and this is shown by 34 (43.0%) which represented the respondents who strongly agreed and 28 (35.4%) who agreed. The lowest proportions on the other hand disagreed as represented by 17 (21.5%) ( $M = 4.00, SD = 1.144$ ).

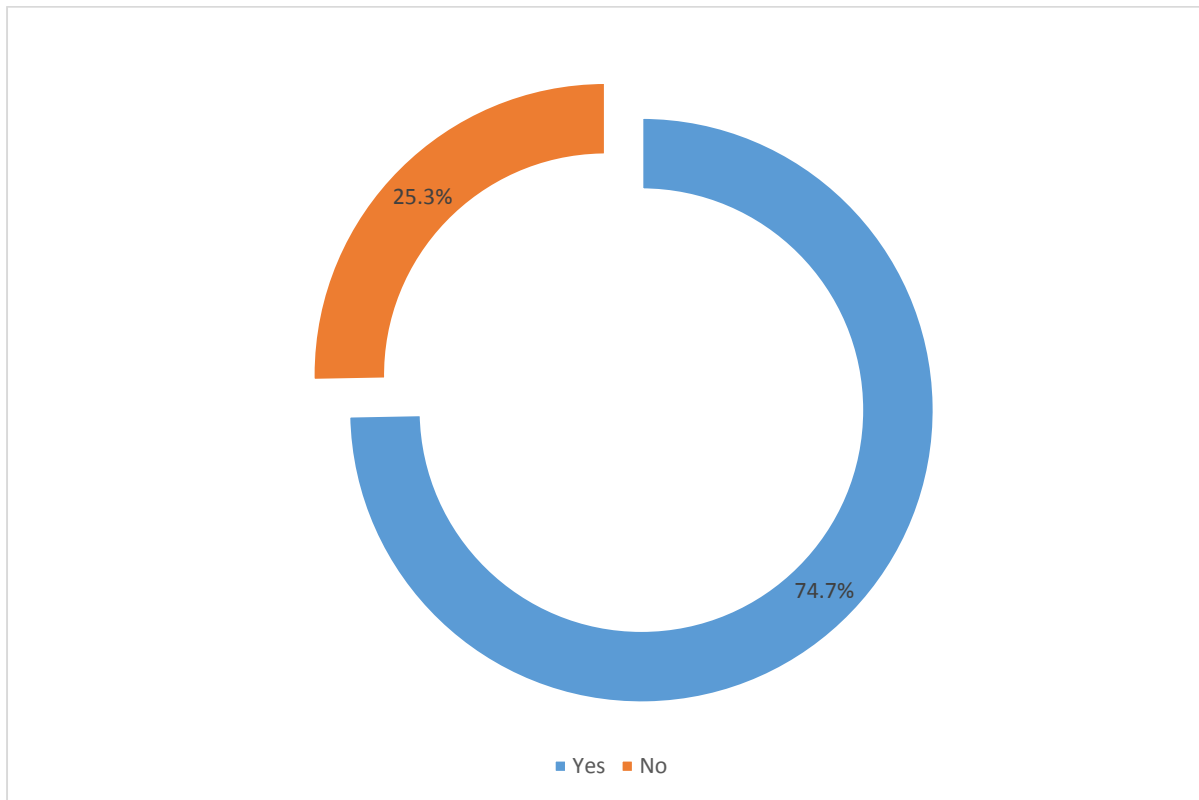
#### 4.4.7 Effect of professionalism on Ethical Procurement Performance

The study required to find out if professionalism influences ethical procurement performance.

The findings were as relayed on the Figure 4 following;

**FIGURE 4**

**Effect of Professionalism on Ethical Procurement Performance**



*Source: Field Data (2022)*

The findings show that a majority of the respondents established that professionalism affects ethical procurement performance and this is depicted by 74.7% who answered Yes as 25.3% were in disagreement.

#### 4.4.8 How Politics (Whether Internal or External) Determines Ethical Procurement Performance

The findings were as shown on Table 9

**TABLE 9**  
**How Politics Determines Ethical Procurement Performance**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
<b>Yes</b>	62	78.5
<b>No</b>	17	21.5
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

Findings on this table show that politics can go a long way in determining the ethical procurement performance at an organizational level. This was according to 62 (78.5%) of the respondents who answered to the affirmative as a smaller proportion of 17 (21.5%) did not accept. The respondents further indicated that the nature of influence that comes from politics is largely negative and this was shown by 100% of the respondents.

#### 4.4.9 Effect of Professionalism on Ethical Procurement Performance

The findings on effects of professionalism on ethical procurement performance have been relayed on table 10 following;

**TABLE 10****Effect of Professionalism on Ethical Procurement Performance****1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

		<b>S.A</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>S.D</b>	<b>Total</b>	<b>Mean</b>	<b>Std Dev</b>
<b>Ethical procurement is best practiced by staff with high level of professionalism</b>	F	31	34	10	2	2	79	4.14	0.916
	%	<b>39.2</b>	<b>43.0</b>	<b>12.7</b>	<b>2.5</b>	<b>2.5</b>	<b>100</b>		
<b>Professional experiences when high, adds value to the performance process</b>	F	35	29	13	2	0	79	4.23	0.816
	%	<b>44.3</b>	<b>36.7</b>	<b>16.5</b>	<b>2.5</b>	<b>0.0</b>	<b>100</b>		
<b>Employees with high professionalism are better able to put into place ethical procurement</b>	F	41	25	13	0	0	79	4.35	0.752
	%	<b>51.9</b>	<b>31.6</b>	<b>16.5</b>	<b>0.0</b>	<b>0.0</b>	<b>100</b>		
<b>For the procurement system to operate optimally, the organization needs to have people who are professionals as their staff members</b>	F	37	33	3	3	3	79	4.24	0.977
	%	<b>46.8</b>	<b>41.8</b>	<b>3.8</b>	<b>3.8</b>	<b>3.8</b>	<b>100</b>		
<b>Corruption is birthed majorly by a lack of skills and this has been a major contributor to failure of procurement officials to comply to rules and regulations</b>	F	27	29	11	12	0	79	3.90	1.045
	%	<b>34.2</b>	<b>36.7</b>	<b>13.9</b>	<b>15.2</b>	<b>0.0</b>	<b>100</b>		
<b>Procurement is very important to any organization whatsoever and this therefore means that the people working in the department should be well trained and qualified</b>	F	38	33	4	0	4	79	4.28	0.960
	%	<b>48.1</b>	<b>41.8</b>	<b>5.1</b>	<b>0.0</b>	<b>5.1</b>	<b>100</b>		

*Source: Field Data (2022)*

The findings on the table show that ethical procurement is best practiced by staff with high level of professionalism. This line of thought was supported by 31 (39.2%) who strongly agreed and 34 (43.0%) who agreed. further, 10 (12.7%) were undecided as 2 (2.5%) disagreed and

strongly disagreed respectively ( $M = 4.14, SD = 0.916$ ). It was also established that professional experiences when high, adds value to the performance process as evidenced by the responses whereby 35 (44.3%) strongly agreed and 29 (36.7%) agreed. Further, 13 (16.5%) were undecided and the least, 2 (2.5%) disagreed ( $M = 4.23, SD = 0.816$ ). Employees with high professionalism are better able to put into place ethical procurement. This was according to 41 (51.9%) of the respondents who strongly agreed and 25 (31.6%) who agreed. A neutral figure of 13 (16.5%) was also realized as this represented the undecided. None of the respondents disagreed or strongly disagreed ( $M = 4.35, SD = 0.752$ ).

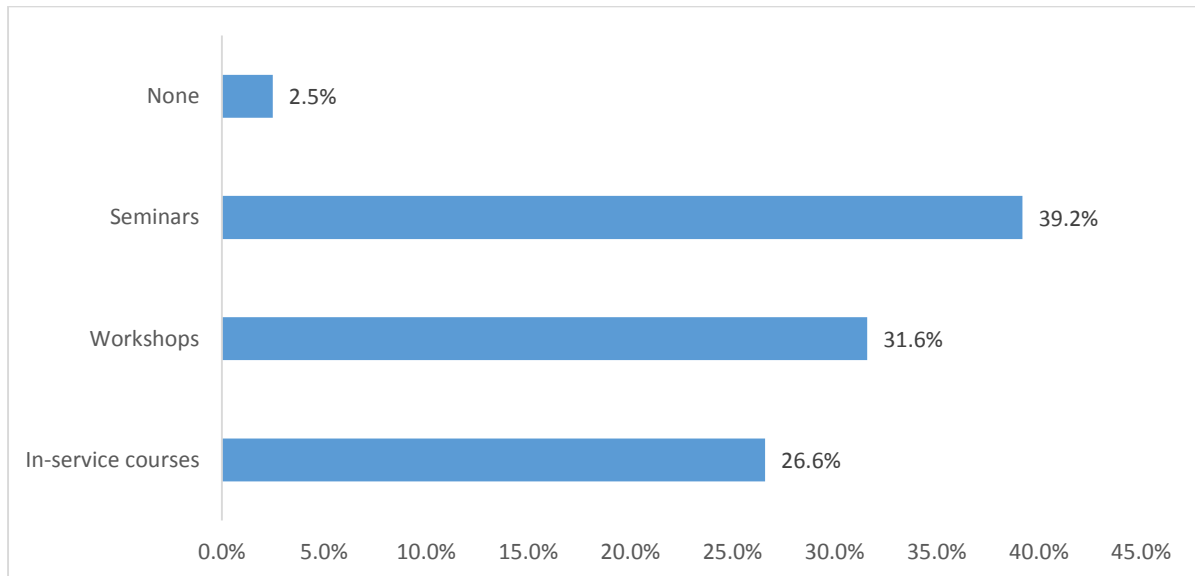
The study also established that for the procurement system to operate optimally, the organization needs to have people who are professionals as their staff members evidenced by a majority of 37 (46.8%) strongly agreeing and 33 (41.8%) agreeing. The study further found out that 3 (3.8%) were undecided, as a similar proportion disagreed and strongly disagreed respectively ( $M = 4.24, SD = 0.977$ ). Corruption is birthed majorly by an absence of expertise and this has been a chief contributor to failure of procurement officials to comply with rules and regulations and this was confirmed by 27 (34.2%) of the respondents who strongly agreed and 29 (36.7%) who agreed. The study findings further showed that 11 (13.9%) were undecided and 12 (15.2%) disagreed. None of the respondents strongly disagreed representing 0% ( $M = 3.90, SD = 1.045$ ). Procurement is very important to any organization whatsoever and this therefore means that the people working in the department should be well trained and qualified. This is according to 38 (48.1%) who strongly agreed and 33 (41.8%) who agreed as 4 (5.1%) were undecided and another 4 (5.1%) strongly disagreed with the statement ( $M = 4.28, SD = 0.960$ ).

#### 4.4.10 Types of Trainings Participated in while Working

The study was keen to find out from the respondents the kind of trainings that they have attended while working at the commission. The findings have been presented on the Figure following;

**FIGURE 5**

**Types of Trainings Participated in while Working**



**Source: Field Data (2022)**

The study findings showed that a huge number of the participants have attended seminars as signified by 39.2% of the respondents. Further, it was ascertained that 31.6% have attended workshops as 26.6% stated that they have attended in-service courses. It was also established that 2.5% have not had any form of training in the organization. These findings show that the organization has largely organized seminars that have been attended by its employees.

#### 4.4.11 Last Time Respondents Had Such Training

**TABLE 11**

**Last time respondents had such training**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
<b>Less than a year ago</b>	39	49.4
<b>One year ago</b>	29	36.7
<b>Two years ago</b>	11	13.9
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

Table 11 shows that the Teachers Service Commission is dedicated to providing training to its staff members as shown by the responses where by 39 (49.4) stated that they attended training less than a year ago. The findings also show that 29 (36.7%) attended training one year ago. The finding show that the lowest number of the respondents, 11(13.9%) were exposed to training two years ago.

#### 4.4.12 Employee Training on Ethical Procurement Performance

It was necessary to find out whether employee training affects ethical procurement performance. The findings are relayed on Table 12.

**TABLE 12**

**Effect of employee Training on Ethical Procurement Performance**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
<b>Yes</b>	73	92.4
<b>No</b>	6	7.6
<b>Total</b>	<b>79</b>	<b>100.0</b>

*Source: Field Data (2022)*

The findings show that largely, employee training affects ethical procurement performance. This was shown by 73 (92.4%) who answered Yes. A much lower proportion of 6 (7.6%)

answered No. This is a general indication that largely, employee training affects ethical procurement performance.

#### 4.4.13 Effect of Employee Training On Ethical Procurement Performance

The findings on this were as presented on Table 13 that follows;

**TABLE 13**

#### **Effect of Employee Training On Ethical Procurement Performance**

**1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

		S.A	A	U	D	S.D	Total	Mean	Std Dev
<b>In-service training enables public sector organizations to stay within budget through the procurement processes</b>	F	31	23	19	1	5	79	3.94	1.125
	%	<b>39.2</b>	<b>29.1</b>	<b>24.1</b>	<b>1.3</b>	<b>6.3</b>	<b>100</b>		
<b>When procurement staff are trained, cost effectiveness can be achieved</b>	F	40	27	9	0	3	79	4.28	0.946
	%	<b>50.6</b>	<b>34.2</b>	<b>11.4</b>	<b>0.0</b>	<b>3.8</b>	<b>100</b>		
<b>By proper employee development, the staff members are better positioned to practice ethical procurement</b>	F	37	35	0	7	0	79	4.29	0.865
	%	<b>46.8</b>	<b>44.3</b>	<b>0.0</b>	<b>8.9</b>	<b>0.0</b>	<b>100</b>		
<b>Training ensures effective resource management which results in improved public sector performance</b>	F	35	44	0	0	0	79	4.44	0.500
	%	<b>44.3</b>	<b>55.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100</b>		
<b>Training ensures that staff ethical awareness is improved resulting in ethical procurement</b>	F	36	29	7	7	0	79	4.19	0.935
	%	<b>45.6</b>	<b>36.7</b>	<b>8.9</b>	<b>8.9</b>	<b>0.0</b>	<b>100</b>		

*Source: Field Data (2022)*

According to the findings presented on the table, in-service training makes it possible for organizations that are classified as public sector organizations to regulate their spending while conducting procurement processes as shown by 31 (39.2%) who strongly agreed and 23

(29.1%) who agreed. The findings also show that 19 (24.1%) were undecided as 1 (1.3%) disagreed and 5 (6.3%) strongly disagreed ( $M = 3.94$ ,  $SD = 1.125$ ). When procurement staff are trained, cost effectiveness can be achieved. This is evidenced by 40 (50.6%) who strongly agreed and 27 (34.2%) who agreed with the statement. Further, 9 (11.4%) were undecided and 3 (3.8%) strongly disagreed ( $M = 4.28$ ,  $SD = 0.946$ ). The table also reveals that by proper employee development, the staff members are better positioned to practice ethical procurement. This is according to the findings whereby 37 (46.8%) strongly agreed and 35 (44.3%) agreed. The findings further show that 7 (8.9%) disagreed ( $M = 4.29$ ,  $SD = 0.865$ ).

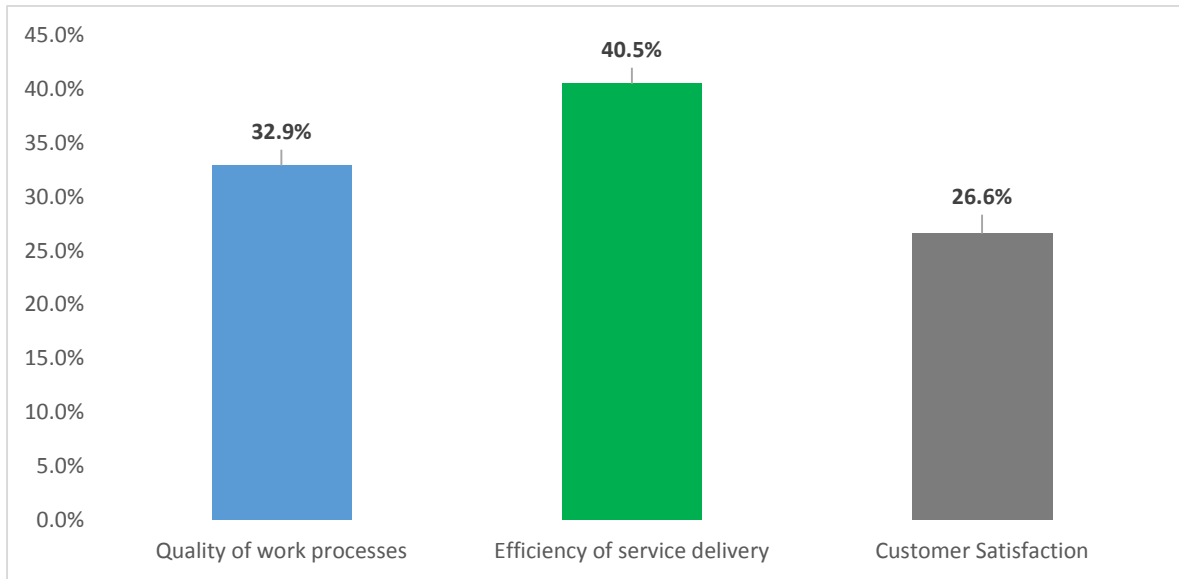
As a way of further showing the importance of staff training, the table revealed that by training, resource management effectiveness can be achieved and this can in the end lead to revamped and satisfactory performance from the public sector. This was according to 35 (44.3%) who strongly agreed and 44 (55.7%) who agreed with the statement. None of the respondents was either undecided, disagreed or strongly disagreed ( $M = 4.44$ ,  $SD = 0.500$ ). According to the study, training also ensures that staff ethical awareness is improved resulting in ethical procurement. This was confirmed by the responses whereby 36 (45.6%) strongly agreed, representing the majority, as 29 (36.7%) agreed and 7 (8.9%) represented the undecided. Another 7 (8.9%) disagreed with the statement  $M = 4.19$ ,  $SD = 0.935$ .

#### **4.4.14 Pointers of Ethical Procurement Performance**

Findings on this were as shown on Figure 6;

**FIGURE 6**

**Pointers of Ethical Procurement Performance**



*Source: Field Data (2022)*

According to the findings relayed on the Figure 6, ethical procurement is represented by quality of work processes 32.9%, efficiency of service delivery, 40.5% and customer satisfaction, 26.6%.

#### **4.5 Diagnostic Tests**

##### **4.5.1 Correlation Analysis**

Correlation analysis was commenced for the purposes of finding out and to establish the kind of ways in which the study variables interact with each other as they associate and relate within the study. Pearson correlation was engaged to show the power of correlation. These associations were used to test for the level of significance and these were done at a confidence level of 95%. The findings were as relayed on the table 14 that follows.

**TABLE 14**  
**Correlation Results**

		GP	TF	P	ET	Ethical procurement performance
<b>GP</b>	Pearson Correlation	1	.000	.054	.027	.094
	Sig. (2-tailed)		.997	.636	.814	.409
	N	79	79	79	79	79
<b>TF</b>	Pearson Correlation	.000	1	.325**	-.140	.260*
	Sig. (2-tailed)	.997		.004	.217	.021
	N	79	79	79	79	79
<b>P</b>	Pearson Correlation	.054	.325**	1	-.041	.230*
	Sig. (2-tailed)	.636	.004		.719	.042
	N	79	79	79	79	79
<b>ET</b>	Pearson Correlation	.027	-.140	-.041	1	-.270*
	Sig. (2-tailed)	.814	.217	.719		.016
	N	79	79	79	79	79
<b>Ethical procurement performance</b>	Pearson Correlation	.097	.260*	.230*	-.270*	1
	Sig. (2-tailed)	.094	.021	.042	.016	
	N	79	79	79	79	79

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

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

The correlation factor is a measure that gauges the level of a lined interaction between two variables. It ranges from a range of +1 through 0 to -1. This therefore means that a Pearson correlation analysis had to be conducted to determine the relationship between the various determinants and ethical procurement behaviour.

According to the results that have been relayed on the table, there is a positive but weak correlation of 0.094 between government policies and the dependent variable with a P value of 0.097 which is larger than 0.05. There is a strong positive correlation of 0.021 between technological factors and the dependent variable, and a significant relationship of 0.042 between professionalism and the dependent variable which is ethical procurement performance as well as a strong positive relationship between employee training and the dependent variable which is ethical procurement performance. The significance of all these correlations was found at a confidence level of 95%.

#### 4.5.2 Regression Analysis

This study was keen and therefore pursued the analysis of the determinants of ethical procurement against ethical procurement performance at TSC. The independent variables were government policies, technology factors, professionalism and employee training. The dependent variable was ethical procurement performance at the Teachers Service Commission. The researcher did a regression analysis with the aim of finding out whether there is a significant effect of independent variables on the dependent variable. Model summary results are presented in Table 15.

**TABLE 15**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394 <sup>a</sup>	.156	.110	.730

a. Predictors: (Constant), Employee\_Training\_ET1, Government\_Policies\_GP1, Professionalism\_P1, Technology\_Factors\_TF1

**TABLE 16**

#### Analysis of Variance (Determinants of Ethical Procurement and Performance) ANOVA<sup>a</sup>

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.264	4	1.816	3.409	.013 <sup>b</sup>
	Residual	39.420	74	.533		
	Total	46.684	78			

a. Dependent Variable: ethical procurement performance

b. Predictors: (Constant), Employee Training ET, Government Policies GP , Professionalism P, Technology Factors TF

The model summary in regression analysis reveals results of goodness fit. R squared is the coefficient of determination. In this study, the coefficient of determination was 0.158. This

indicates that 15.8% of variation in ethical procurement Performance of TSC is explained by the independent variables that have been used in this study. A percentage of 84.2% of difference in ethical procurement performance of TSC is represented by variables that have not been included in this particular study. This is an indication that these determinants do not contribute largely to the ethical procurement performance witnessed at the Teachers Service Commission. Analysis of variance is used to describe the level of significance of the model as a whole without omitting any sections of it. According to the outcomes, the F 34.09. *P value* was 0.013 smaller than the critical p value 0.05. This has the meaning that the model was significant at 95% confidence level.

**TABLE 17**  
**Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.301	.632		2.058	.043
	Government_Policies_GP1	.079	.091	.092	.861	.392
	Technology_Factors_TF1	.105	.069	.175	1.536	.129
	Professionalism_P1	.133	.096	.158	1.396	.167
	Employee_Training_ET1	-.166	.074	-.241	-2.236	.028

a. Dependent Variable: ethical procurement performance

A coefficient of 1.301 not significant at 95% confidence level (p value = 0.392 greater than 0.05) represented the constant for regression model in this study. Professionalism had the highest coefficient of 0.133. The relationship between ethical procurement and Performance of TSC was found significant at a confidence level of 95% (P value = 0.167). This has the meaning that that professionalism goes a long way in ensuring that ethical procurement practices are engaged in.

Technology factors was seen to have a coefficient of 0.105 signifying an affirmative correlation with ethical procurement performance. This relationship was not significant at 95% confidence level (P value = 0.129). Government policies had a positive coefficient of 0.079 though the relationship between the two was not significant at 95% significance level (P value= 0.392). However, employee training on the other hand had a negative coefficient of 0.166. The relationship between employee training and ethical procurement performance was not significant at 95% confidence level.

#### 4.6 Model Fitting

This was the study model;

$$= a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where

y= ethical procurement performance

a Constant or intercept

$\beta_1$  Beta coefficient for  $X_1$

$X_1$ ; government policies

$\beta_2$  Beta coefficient for  $X_2$

$X_2$ ; technological factors

$\beta_3$  Beta coefficient for  $X_3$

$X_3$ ; professionalism

$\beta_4$  Beta coefficient for  $X_4$

$X_4$ ; employee training

e is the error term

On the basis of the significant variables, the fitted model became

$$Y = 1.301 + 0.079X_1 + 0.105X_2 + 0.133X_3 - 0.166X_4$$

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary, conclusions and recommendations pertaining to the study findings. Presentation of the chapter is fully pegged on the research objectives with special consideration being put on their order.

#### **5.2 Summary**

This section gives a summary together with an in-depth discussion of the study findings and is guided by the variables of the study.

##### **5.2.1 Effect of Government Policies Ethical Procurement Performance**

It was ascertained from this study that most of the participants represented by 84.8% agreed that government gets involved with procurement processes in the public sector as 15.2% were in disagreement. Government involvement in public procurement is to a large extent as is signified by 58.2% of the responses as 25.3% cited a very large extent and 16.5% reported a moderate extent. The table shows findings on the effect of government policies ethical procurement performance. The findings showed that most of the respondents had a strong conviction that ethical procurement policies provide clear guidance for materials and initiating relationships both internally and externally. This was represented by 83.5%. The findings further show that an increasing number of public organizations have come to the realization that for them to provide exemplary services and products, they need to follow government policies and enacted laws. This was echoed by 67.1%. The study findings further point out that government is a regulator through rules and procedures and these rules and procedures are instigated to assist in the entrenchment of high levels of public procurement ethics as is shown by 87.4% of the respondents.

Government, through its policies avails principles whose main role is directing and guiding. These principles enhance ethical behaviour in public procurement. This statement was supported by 83.5% of the respondents. Government policies in public organizations have provided a way of making sure that the process of procurement can be done in an environment devoid of conflicts and this can improve performance as shown by 68.3% of the responses. The findings also show that with good public procurement systems, the government can reduce the level of pressure put on public budgets and make it possible for agencies to operate optimally. This was according to the responses whereby 86.1% supported this line of thought.

The findings are an indication that using regulations and policies, government is capable of fostering ethical behaviour in organizations especially in the procurement departments. These findings have so much in common with those of Mpeera *et al.*, (2017). In his study which was done in Uganda, the relationship between social value orientation and regulatory compliance was examined with special reference to public procurement. Despite the title of the study being slightly different, the findings showed that the following of rules starts from an individual level hence procurement officers who are self-interested find it much easy to follow rules and would therefore be better placed to follow regulations and policies that have been put in place by the government. This is irrespective of whether they like and believe in the rules or not. As seen from the findings of this study, rules and regulations laid down by government can be used as a way of encouraging openness and answerability. The study findings also lean towards suggesting that the existence of regulatory compliance emanates from legitimacy and perception of authorized routine results rendering norms of both impartiality and equality. As much as this study is seen as very relevant to the study being done currently, a lack of similarity has been identified especially in the area of study. This is because the environment surrounding regulation in Uganda does not fully represent the environment of regulation in Kenya.

The findings of this study are also similar to those of Kinoti *et al.*, (2018) whose study revolved around how supply chain management ethics can be implemented in government ministries in Kenya. A revelation was made from the findings that the level of awareness regarding procurement regulation is high, a factor that has contributed directly to the level of implementation of supply chain administration and ethics in government ministries as a level.

The study findings also identified a high degree of correlation between transparency and accountability and the same can be seen with ethics revolving around supply chain management. As a recommendation, supply chain specialists should be provided with opportunities for training so that they can get to learn new ways of observing procurement law as it would increase the level of compliance. The training provided should seek to enable the implementation of ethics related to supply chain management. A fundamental difference is that the study concentrated on government ministries in Kenya while the present study has focused on TSC. From the findings, it was therefore ascertained that government policies affect ethical procurement in the public sector since ethical procurement policies provide clear guidance; by following government policies, organizations are better placed to offer outstanding services; government regulations and policies help play a pronounced role in entrenching very outstanding ethics especially in public procurement. Through government policies, guiding principles are promoted and these further improve on ethical behaviour; with good public procurement systems, the government can reduce the level of pressure put on public budgets and make it possible for agencies to operate optimally.

### **5.2.2 Effect of Technological Factors on Ethical Procurement Performance**

The findings show that technology use in the public sector influences ethical procurement performance as shown by 79.7% of the respondents who agreed as a smaller proportion of 20.3% answered no. These findings show that the use of technology in the public sector has an influence on the ethical procurement performance outcomes registered. The findings

demonstrated that technology used has had an impact on the level of service delivery to a large extent as depicted by 32.9% of the responses. 26.6% on the other hand indicated that it is to a very large extent that technology impacts on service delivery.

According to the findings, it was additionally ascertained that most public entities have been registering very dismal performance outcomes and this can be attributed to the fact that they do not have good access to suitable technology and also that they have obsolete systems that cannot function in the present environment, and that cannot function seamlessly with the modern equipment. The study findings showed that actually, staff affiliated to procurement as well as all the other individuals who take part in the procurement process need to be very well versed with contemporary technological advancements as shown by 84.8% of the respondents. Further, according to the findings, it was also ascertained that adoption and use of modern technology exposes an organization to better methods of practicing procurement as shown by 91.1% of the respondents. The study found out that technology directly influences ethical procurement practice as was according to 91.1% of the responses. Technology has become a major necessity for companies seeking to operate globally as the market conditions force organizations to put structures in place and this is shown by 78.4% of the respondents.

The findings of this study are in line with the findings of Bashuna (2013) whose research assessed the selection of factors which affect effectiveness in the management of the procurement function and the study was done in Nakuru North Sub County Procurement Unit. Unlike the present study, this study used Census and covered 30 ministry departments with emphasis being laid in procurement units among departmental heads. After data collection using questionnaires, the data was analyzed using both descriptive statistics together with Pearson Product Moment Correlation. The findings revealed that management of the procurement function is very effective and this was largely as a result of the incorporation of information communication and technology, together with the system used for internal control

as well as the level of accountability exhibited and finally the financing done to projects. From the study, information communication technology is a very outstanding factor that affects the level of management effectiveness of the procurement function while the present study looks at technological factors that affect ethical procurement performance, Bashuna's study concentrated on how adoption of technology can affect accountability at an organizational level.

The findings are also in line with those of Nyamu (2021) whose research was hinged on the establishment of how ICT influences the performance outcomes of projects funded by donors in Kenya. It was discovered from the study results that a positive kind of interaction exists between information communication technology and the management of supply chain with special consideration being made to donor funded projects in Kenya. Even though topics were different, both studies looked into how technology adoption and factors that result from this adoption can affect the procurement function. From the findings of this study, it can be deduced that lack of adequate technology and lack of system adaptability are the main reasons for poor performance of the procurement function. There is a general need for the procurement workforce as well as all the other individuals attached to the procurement process to acquaint themselves with the present day forms of technology as this would help reduce unethical practices, given the ability of technology to uncover mischief; adoption and use of high end technology makes it possible for an organization to learn better procurement practices that do not encourage poor ethical standards; by putting technology in place, it has been much easier for unethical behaviour to be eliminated in the public sector.

### **5.2.3 Effect of Professionalism on Ethical Procurement Performance**

The study sought to find out whether professionalism influences ethical procurement performance and the findings show that many of the respondents were in agreement that professionalism affects ethical procurement performance and this is depicted by 74.7% who

answered Yes as 25.3% were in disagreement. It was also established from the study that politics can go a long way in determining the ethical procurement performance at an organizational level. This was according to 78.5% of the respondents who answered to the affirmative as a smaller proportion did not accept. The respondents further indicated that the nature of influence that comes from politics is largely negative and this was shown by 100% of the respondents.

Ethical procurement is best practiced by staff with high level of professionalism. This line of thought was supported by 82.2% who agreed. It was also established that professional experiences when high, adds value to the performance process as evidenced by the responses whereby 81% of the respondents were in support of this line of thought. Employees with high professionalism are better able to put into place ethical procurement. This was according to 83.5% of the respondents who strongly agreed and agreed. The study also established that for the procurement system to operate optimally, the organization needs to have people who are professionals as their staff members evidenced by a majority of 88.6% of the respondents. Corruption is birthed majorly by a lack of skills and this has been a major contributor to failure of procurement officials to comply to rules and regulations and this was confirmed by 70.9% of the respondents who strongly agreed. Procurement is very important to any organization whatsoever and this therefore means that the people working in the department should be well trained and qualified. This is according to 89.9% who strongly agreed and agreed.

The study findings that have been highlighted above are almost similar to the findings of Rasmus (2020). In his study, an identification was made of how important and meaningful it is for companies to be less probable to pick suppliers who are not ethical and products whose quality is generally considered poor. This is because, when low standard products and unethical suppliers can go a long way in destroying the reputation of a company. In the study, a special focus was made on professionalism. It was therefore made certain that in procurement,

professionalism leads to a reduction of the possibility of unethical practices occurring. This made it clear that there is a direct relationship that exists between professionalism, ethics and performance. It was determined further that in sourcing, ethics has the sole responsibility of gauging and supplementing the conditions surrounding the operation of suppliers, both social and environmental. It is also actively involved in the process of assessing processes which can be used to entrench supplier ethics.

Maina (2020), did a research on the determinant factors of ethical procurement. Among the factors that were studied were professionalism and regulations. The findings of the study showed that without strengthening oversight authority or when there are practices that are not open to scrutiny, then it becomes hard to implement procurement law, and this makes it hard for any entity to realize the outcomes of ethics. As a conclusion, in the presence of procurement inefficiencies, costs associated with procurement increase. With an increase in costs, longer cycle times are witnessed together with substandard procurement decisions. Generally, it has been seen that when professionalism is lacking and when regulations are not well spelled out in procurement, unethical practices are perpetuated with ease and in the end, procurement records very meagre performance outcomes. This establishes that there is a direct relationship between professionalism and ethics in procurement implying that when professionalism is achieved, high ethical standards can also be achieved. It is hence clear that ethical procurement is best practiced by staff with high level of professionalism; professional experiences when high, adds value to the performance process. Employees with high professionalism are better able to put into place ethical procurement; corruption is birthed majorly by a lack of skills and this has been a major contributor to failure of procurement officials to comply with rules and regulations.

#### **5.2.4 Effect of Employee Training On Ethical Procurement Performance**

The study was keen to find out from the respondents the kind of trainings that they have attended while working at the commission. The study findings showed that a large number of the respondents have attended seminars as signified by 39.2% of the respondents. Further, it was ascertained that 31.6% have attended workshops as 26.6% stated that they have attended in-service courses. It was also established that 2.5% have not had any form of training in the organization. These findings show that the organization has largely organized seminars that have been attended by its employees. The Teachers Service Commission is dedicated to providing training to its staff members as shown by the responses where by 49.4 stated that they attended training less than a year ago. The findings also show that 36.7% attended training one year ago. The finding show that the lowest number of the respondents, 13.9% were exposed to training two years ago.

The findings show that largely, employee training affects ethical procurement performance. This was shown by 92.4% who answered yes. A much lower proportion of 7.6% answered no. This is a general indication that largely, employee training affects ethical procurement performance. According to the findings presented on the table, in-service training makes it possible for organizations in the public sector to operate within their means while implementing procurement processes as shown by 68.3% who agreed. When procurement staff are trained, cost effectiveness can be achieved. This is evidenced by 84.8% of the respondents who agreed with the statement. The study findings also revealed that by proper employee development, the staff members are better positioned to practice ethical procurement. This is according to the findings whereby 91.1% of the respondents were in support of this line of thought.

As a way of further showing the importance of staff training, the study revealed that through training, effectiveness in resource management can be guaranteed and this leads to an overall improvement of public sector performance. This was sustained by 100% of the respondents

taking part in the study. None of the respondents was either undecided, disagreed or strongly disagreed. According to the study, training also ensures that staff ethical awareness is improved resulting in ethical procurement. This was confirmed by the responses whereby 82.3% of the respondents agreed.

In the study of Ndolo and Njagi (2014), the level of training that employees possess is a factor that determines procurement ethics. This is because it has the ability to influence the way employees behave. There is also a positive influence between training and procurement processes at the organizational level and this results in increased performance levels. From these suggestions, it can be seen that by providing training to procurement officials, organizational performance results can be highly influenced and this is as a result of the very pronounced results coming from the level of ethical behaviour exhibited by the staff. In the present study, a direct relationship has been established between determinants of ethics and the performance registered at TSC. In another study, Athumani and Minja (2019) investigated the procurement regulatory compliance in terms of factors influencing it and this was done in the context of Local Government Authorities in Tanzania. The findings showed that compliance with procurement regulations is influenced by a number of factors which include; personal qualification, awareness of staff concerning procurement rules and regulations, staff training and employee workload. It was therefore established that personal qualification levels of employees are determined by the kind of training that is given to them. This further influences their performance as individuals as well as performance of the organizations they are affiliated to. When development of employees is done properly, the workforce can engage in ethical procurement much more easily. Through training, resources can be managed in a more effective way and in the long run, public sector performance can grow. Ethical procurement is achieved when employees are trained and the ethical awareness of the staff is improved.

### **5.3 Conclusions**

From the study findings, the following conclusions were made;

Government regulations have a direct impact on ethical procurement performance since when directed well, ethical procurement policies provide clear guidance on how procurement should be carried out and this results in increased performance; by following government policies, organizations are better placed to offer outstanding services; government regulations and policies help foster high levels of ethics in public procurement. With good public procurement systems, the government can reduce the level of pressure put on public budgets and make it possible for agencies to operate optimally.

The use of technology has the potential of improving procurement outcome at the organizational level. In the same way, lack of adequate technology and lack of system adaptability are the main reasons for poor performance of the procurement function. Procurement personnel should be well versed with new technology as this would help reduce unethical practices, given the ability of technology to uncover mischief; by putting technology in place, it has been much easier for unethical behaviour to be eliminated in the public sector.

Professionalism has the highest relationship level with ethical procurement performance and in this way, it is evident that ethical procurement is best practiced by staff with high level of professionalism; professional experiences when high, adds value to the performance process. Employees with high professionalism are better able to put into place ethical procurement; corruption is birthed majorly by a lack of skills and this has been a major contributor to failure of procurement officials to comply to rules and regulations.

Employee training has been used by government institutions to improve the effectiveness and competency of their employees. This means that if properly used, employee training can go a long way in improving ethical procurement performance.

## **5.4 Recommendations**

The government should increase its oversight role in public institutions to ensure that the procurement activities of these institutions are well within the right limits. Government regulations should be followed with enforcement mechanisms to ensure that all the involved parties adhere to the laid down regulations.

The use of technology needs to be encouraged in procurement activities of public institutions in order to enhance work output in these organizations while at the same time blocking possible loopholes for unethical behaviour.

Professionalism should be stressed at the point of entry of employees into public institutions to ensure that work output is maximized. Also, all organizations, both public and private need to promote ethical procurement practices in order to increase their success rates.

Training of employees should be promoted in public organizations so that employees get to be well equipped for the purposes of performing their job requirements diligently. This has the potential of increasing the overall organizational outcome in the long run.

## **5.5 Recommendations for Future Research**

Despite the importance of this study, there are areas that have not been explored and that need to be looked into further;

A study should be done to find out the factors that result in unethical behaviour in the procurement sector of government institutions. Such a study would open up room for broader discussion into the whole problem of unethical behaviour.

Another study should be done on the same topic but in a different sector such as a private company. By doing such a research, it will be easy for information to be availed, that relates to private institutions.

Having discovered that all the determinants discussed in this study have a bearing on ethical procurement performance, another study should be done in which other variables (determinants) would be used, different from the ones that were used in the present study.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

#### **TO WHOM IT MAY CONCERN**

#### **RE: INTRODUCTION LETTER WITH RESPECT TO DATA COLLECTION**

Dear Sir/ Madam,

I am a Masters Degree student at The KCA University and am conducting a study on the following topic “**DETERMINANTS OF ETHICAL PROCUREMENT PERFORMANCE AT TEACHERS SERVICE COMMISSION**”

You are hereby requested to take part in the study by responding to the questions provided in the questionnaire.

Your participation will be greatly appreciated.

**Yours Faithfully,**

**TRACY W. NDUNG’U**

## APPENDIX II: RESEARCH QUESTIONNAIRE

### *Determinants of ethical procurement performance at teachers service commission.*

I hereby request you to take part in the study by responding to the questions as provided in the questionnaire. Kindly fill this questionnaire with honest by either ticking (√) in the bracket or filling in the blank spaces provided. Your responses will be treated with all due confidentiality and used to provide insight into the issues under study and thereby suggest possible solution to them.

Do not write your name anywhere on this questionnaire for confidentiality purposes.

Your participation will be greatly appreciated.

### **Section A: Background Information**

#### **1. What is your gender?**

Male [ ]

Female [ ]

#### **2. What is your age bracket?**

18 - 30 years [ ]

31 – 40 years [ ]

41 – 50 years [ ]

51 years and above [ ]

#### **3. How long have you worked at the Teachers Service Commission?**

1 – 4 years [ ]

5 – 9 years [ ]

10 – 14 years [ ]

Above 15 years [ ]

**Section B: Government Policies**

**4. Does the government get fully involved with procurement processes in the public sector?**

Yes [  ]

No [  ]

**5. To what extent is the government involved in public procurement?**

Very low extent [  ]

Low extent [  ]

Moderate extent [  ]

Large extent [  ]

Very large extent [  ]

**6. Kindly indicate your level of agreement with the statements on the effect of government policies on ethical procurement performance at the Teachers Service Commission by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

<b>GP</b>	<b>Government Policies</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>GP1</b>	Ethical procurement policies provide clear guidance for sourcing supplies and establishing internal and external relationships essential for daily operations and long-term growth.					
<b>GP2</b>	Today, more public organizations realize that the provision of outstanding products and services depends largely on adherence to government policies and enacted laws					
<b>GP3</b>	The government acts as a regulator through rules and procedures that are put in place and these help foster high levels of ethics in public procurement					
<b>GP4</b>	Government policies offer guiding principles that promote ethical behaviour in public procurement					
<b>GP5</b>	As a result of government policies in public organizations, the procurement process can be carried out without conflicts and this improves overall performance					
<b>GP6</b>	Effective public procurement systems can help governments see better value for money, reduce pressure on public budgets, and leave agencies better prepared to invite private investments					

**Section C: Technological Factors**

**7. In your opinion, does the level of technology being used in the public sector determine the performance of public sector organizations?**

Yes [  ]

No [  ]

**8. To what extent has technology impacted on the level of service delivery?**

Very low extent [  ]

Low extent [  ]

Moderate extent [  ]

Large extent [  ]

Very large extent [  ]

**9. Kindly indicate your level of agreement with these statements on effect of technological factors on ethical procurement performance at the Teachers Service Commission using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

<b>TF</b>	<b>Technological Factors</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>TF1</b>	Performance in most public entities has been poor due to among others, lack of adequate technology and lack of system adaptability					
<b>TF2</b>	Procurement staff and all those involved in the procurement process are required to be familiar with modern technology					
<b>TF3</b>	Adoption and use of modern technology exposes an organization to better methods of practicing procurement					
<b>TF4</b>	Technology has no direct influence on ethical procurement in the public sector					
<b>TF5</b>	Implementation of technology has provided processes for eliminating unethical behaviour in the public sector					
<b>TF6</b>	Procurement function within and between countries, in both the private and public procurement environments is being challenged to adapt modern technology to be able to align procurement to aspects such as transactional automation					

**Section D: Professionalism**

**10. Do you think that professionalism determines ethical procurement performance at Teachers Service Commission?**

Yes [  ]

No [  ]

**11. Is it true that politics (whether internal or external) determines ethical procurement performance?**

Yes [  ]

No [  ]

**12. If 'Yes,' what is the nature of the influence?**

Positive [  ]

Negative [  ]

**13. Kindly indicate your level of agreement with these statements on effect of professionalism on ethical procurement performance at the Teachers Service Commission by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

<b>P</b>	<b>Professionalism</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>P1</b>	When the staff exhibit high levels of professionalism, they are better placed to practice ethical procurement					
<b>P2</b>	High professional experience has contributed to improved performance in the public sector					
<b>P3</b>	Better professionalism increases the ability of employees to implement ethical procurement in public sector organization					
<b>P4</b>	An effective procurement system requires that the procuring entity is staffed with procurement professionals					
<b>P5</b>	Lack of skills leads to corruption which ultimately impedes compliance of procurement rules and regulations					
<b>P6</b>	The increasing importance of procurement suggests that only well trained and qualified personnel should be employed to manage the process.					

**Section E: Employee Training**

**14. Which one of the following trainings have you participated in while working at the commission?**

In-service courses [  ]

Workshops [  ]

Seminars [  ]

None [  ]

**15. If 'attended,' when was the last time you had such training?**

Less than a year ago [  ]

One year ago [  ]

Two years ago [  ]

**16. Does employee training affect ethical procurement performance?**

Yes [  ]

No [  ]

**17. Kindly indicate your level of agreement with these statements on the effect of employee training on ethical procurement performance at the Teachers Service Commission by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**

<b>ET</b>	<b>Employee Training</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>ET1</b>	In-service training enables public sector organizations to stay within budget through the procurement processes					
<b>ET2</b>	Training of procurement staff ensures cost control and as a result overall cost effectiveness in the use of resources					
<b>ET3</b>	By proper employee development, the staff members are better positioned to practice ethical procurement					
<b>ET4</b>	Training ensures effective resource management which results in improved public sector performance					
<b>ET5</b>	Training ensures that staff ethical awareness is improved resulting in ethical procurement					

**Section F: Ethical Procurement Performance**

**18. In your view, which of the following points to ethical procurement performance**

Quality of work processes [    ]

Efficiency of service delivery [    ]

Customer satisfaction [    ]

**..... THANKS FOR YOUR PARTICIPATION .....**

### APPENDIX III: INTERVIEW GUIDE

#### *Determinants of ethical procurement performance at teachers service commission*

- i. What is the effect of government policies on ethical procurement in the public sector performance in Kenya?

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- ii. To what extent do technological factors affect ethical procurement in the public sector performance in Kenya?

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- iii. What is the effect of professionalism on ethical procurement in the public sector performance in Kenya?

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- iv. To what extent does employee training affect ethical procurement in the public sector performance in Kenya?

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