

ETHICAL PROCUREMENT AND PERFORMANCE OF WAJIR COUNTY

GOVERNMENT IN KENYA

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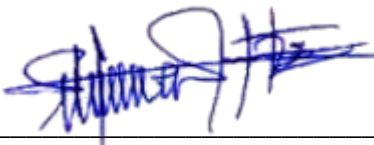
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR
THE AWARD OF MASTER OF SCIENCE DEGREE IN PROCUREMENT AND
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OCTOBER 2024

DECLARATION AND APPROVAL

Declaration by Student

This is my original work and has not been submitted for award of any degree in any other institution.

Sign:  Date: 4/11/2024

Mohamed Dakane Elmoose MPSM/2022/56220

Approval by Supervisor

The project has been undertaken under my guidance as the university supervisor

Sign:  Date: 4/11/2024

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DEDICATION

This report is dedicated to my family and friends for their unwavering support and guidance throughout the entire process.



ACKNOWLEDGEMENT

I express my sincere gratitude to my supervisor Dr. Jackson Ndolo Muthini for his patience and insightful guidance. I also appreciate the input of my colleagues at college among other parties who highly contributed to the success of this project.



ABSTRACT

The significance of procurement ethics is increasingly recognized, paralleling advancements in technology and shifts in consumer perspectives, as nations endeavor to enhance their public service delivery. Conversely, information technology has been heralded as a facilitator of ethical procurement within county governments, as it fosters transparency and diminishes expenses through streamlined procurement processes. Notwithstanding these efforts, unethical practices continue to proliferate within the procurement process, particularly in developing nations. The research aimed to elucidate the connection between ethical procurement practices and the performance of devolved systems of governance in Kenya, with a particular focus on the Wajir County government. A detailed enumeration of all 141 supply chain management officers working for the Wajir county government was carried out as part of the research. An explanatory design was utilized for the research, and the data was collected through the use of a semi-structured questionnaire that was administered online. For the purpose of determining the validity and reliability of the research tools, a pilot study was carried out through the participation of fifteen respondents. For the purpose of determining reliability, Cronbach's alpha was utilized. The four variables displayed a Cronbach alpha coefficient that ranged from 0.893 to 0.987, which indicated that the research instrument exhibited a good level of dependability with regard to the data collected. The data that was generated was entered and analyzed with great care using the Statistical Package for the Social Sciences (SPSS) version 24, which resulted in information that was communicated through the use of charts, frequencies, and percentages. Eighty-four percent of people participated in the study. The analysis of the correlation coefficients revealed that the most significant association exists between adherence to regulations and procurement performance ($r=0.676$). This relationship was found to be statistically significant at the 5% level ($p=0.000,01 < 0.05$). One of the most notable contributions among the independent variables is the fact that compliance with laws leads to a 0.215 percentage point rise in the procurement performance of decentralized systems of government. In order to ensure that they are in conformity with public finance legislation, the decentralized governmental structures have implemented ethical codes and carried out audits, both internal and external, to ensure that procurement procedures are being strictly followed. In addition, all of the individuals who participated in the procurement activities were provided with periodic training in order to ensure that they were completely conversant with the pertinent rules and regulations that govern procurement. As a result, the adoption of ethical procurement was increased, which ultimately led to an improvement in the performance of procurement measures. Due to the fact that the relevant part was not fully occupied, the inquiry did not provide any conclusions addressing the moderating influence of information technology. In conclusion, the findings of the research indicate that decentralized governmental institutions should use ethical procurement procedures in order to improve their performance in the procurement process. Additionally, additional investigations ought to be carried out at a variety of establishments in order to determine whether or not comparable results may be accomplished.

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LIST OF ABBREVIATION AND ACRONYMS

AO Accounting Officer

CO Chief Officer

GoK Government of Kenya

ICT Information Communication Technology

PO Procurement officer

PPAD Public Procurement and Asset Disposal

PPRA Public Procurement and Regulatory Authority

SCM Supply Chain Management



Mount Kenya University

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, Public procurement is an essential component for governance because of the impetus of meeting needs and expectations of the community through provision of goods and services in fulfilment of social contract obligations of Governments (Agbodzakey and Upshaw, 2018). Actually, a number of governments spend quite a sizable portion of their Gross Domestic Product (GDP) on public procurement for various sectors and categories of services (Snider and Rene, 2012). Thus, public institutions are required bylaw to adopt ethical practices, including the need for transparency, integrity, fairness, accountability, anti-corruption, and confidentiality in procurement process as a means of enhancing sustainable organization performance (AFDB, 2014; World Bank, 2014). As a result, there are numerous reforms in procurement institutions and frameworks in order to strengthen ethical practices in public procurement (OECD, 2016; Mathew and Patrick, 2013).

Procurement and supply function in any specific organization is often responsible for up to 70% of the company's revenue and is important largely through forecasting and planning the required materials, obtaining reliable suppliers, and processing of orders (Baily, Farmer & Jones, 2008). The function has significant outcomes, including reduction in acquisition cost, which is considered an essential tool after cost of production in order to increase shareholder revenue (Burritt and Schaltegger, 2012). From recent trends, an improvement in procurement practices has a positive impact on completing projects and improving their quality by 7% (Wild and Zhou, 2011). Over time, organizations have mainly focused on obtaining the highest quality of goods, services, and works while maintaining costs as low as possible (Saini, 2010). With the evolution of market conditions, the procurement function has emerged as a significant function

within the organization (Saini, 2010). According to World Bank (2012), effective governance is based on specific pillars that comprise value for money, elevating public service delivery, and creating an environment for private sector-led growth. Therefore, there exists a relationship between public procurement and these pillars, which further relates to reforms in governance. A procurement procedure that factors openness, accountability, and competitive participation of stakeholders can be considered an effective tool in achieving reforms in governance (Allen and Overy, 2011). OECD (2009) states that public procurement has grown to be a strategic function that is crucial in preventing mismanagement while reducing the likelihood of corruption-related activities involving public funds. Additionally, it is viewed as a tool of public policy and a catalyst for broad changes in the social and economic environment.

Despite good procurement practices being at the core of economic growth, poor governance of these systems can turn public investments into liabilities to development goals, adding overall costs (World Bank, 2012). According to Deloitte (2015), the overall impact of ineffective procurement practices is valued at about 5.4% of the total funds collected by professional services offered by organizations within public infrastructure projects. This includes direct price increases of 3.6%, indirect price surges of 1.5% from decreased rivalry, and improper expenses of bidding worth 0.3% of project costs. Additionally, Deloitte (2015) noted that the total cost impacts inflicted on the government due to poor procurement techniques are estimated at about \$239 million annually. There are unethical practices such as preferential treatment and nepotism identified through research linked to the procurement and supply function (Cox, La Caze, & Levine, 2003).

The most common issues that emerge in public procurement revolve around ethics. Ethics are the moral principles or values that guide officials in all aspects of their work.

Ethical behavior encompasses honesty, integrity, probity, diligence, fairness, trust, and respect. Ethical behavior includes avoiding conflicts of interest and not making improper use of an individual's position (Wee, 2002). Ethical behavior supports openness and accountability in procurement, resulting in suppliers having confidence in participating in the Government marketplace. It also reduces the cost of managing risks and enhances trust in public administration. Ethical behavior is important in public procurement as it involves the expenditure of public money and is subject to public scrutiny. Public officials should always behave ethically and fairly in their business undertakings (Karanja and Mugo, 2010).

In an attempt to do away with ethical concerns within the procurement function, there must be a procurement ethics policy in place to uphold standards within organizations (Badenhorst, 2014). The World Bank has policies and guidelines that govern the selection of consultants for projects financed by banks. One of the most recent guidelines, known as the Procurement Guidelines under IBRD Loans and IDA Credits & Grants, was issued in January 2011 (World Bank Group, 2010). There is also a methodology for evaluating a nation's procurement system and proposals for improving and upgrading the system through the Bank's "Assessment of Procurement System" Portal (World Bank Group, 2010). Furthermore, the World Bank (2010) pointed out that civil law nations, including China, Japan, Germany, France, and Spain, have mechanisms for procurement in cases of delegated management contracts.

Within developing nations, about \$820 billion is lost on procurement-related transactions due to corruption (The International Budget Partnerships, 2016). Transparency International (2017) stated that about a fifth of government contracts are lost to corruption, with firms that have strong political links benefiting. In contrast, other firms may rig bids in their favor, leading to an increase in public service costs. Amundsen

(2009) observed that corruption can increase overall project costs by 50%. Some Middle East and North Africa (MENA) economies have taken steps toward reforming their procurement systems by updating and consolidating legal frameworks in countries such as Jordan, Morocco, Tunisia, West Bank, Gaza, and the Republic of Yemen (Murray, 2017). Others are at various stages of addressing the fragmentation and incompleteness of their public procurement systems (McKay, 2014). McKay (2014) further stated that the largest challenge facing the MENA region remains the inadequacy of fair, transparent, and competitive multistage bidding. The absence of fair and transparent bidding hinders competition due to the high transaction costs incurred by bidders. Other relevant challenges include raising technical standards in project preparation, management, and execution. Several African nations have also strived to reform their public procurement regulations, including Ghana, Uganda, and Botswana, focusing on regulations, procurement processes, methods, structure, and workforce (Ameyaw, Mensah, & OseiTutu, 2011).

In Kenya, ethical conduct in procurement is a major concern. Based on the 2017 National Ethics and Corruption Survey conducted by EACC, more than 27% of respondents were asked for a bribe, 9.8% were implicitly asked, and 2.1% voluntarily offered a bribe to obtain services (Osongo, 2018). The survey identified corruption as the main challenge affecting Kenya, at 43.6%, followed by poverty at 37%, unemployment at 32.2%, and political instability at 21.8%. To curb corruption in procurement, the Kenyan government has enacted the Public Procurement and Asset Disposal Act, 2015, and its attendant Regulations of 2016. Other significant laws include the Public Officers Ethics Act, the Ethics and Anti-Corruption Commission Act, and the Whistle Blowing Act. However, the PPOA (2007) highlighted that unethical procurement practices were unenforceable

due to a lack of transparency, accountability, poor management systems, lack of integrity, and abuse of power.

The socio-technical theory at its core posits that the design and performance of any organizational system can only be understood and improved by addressing both the social and technical aspects as interdependent parts of a complex system. The STS theory, first coined by Emery and Trist, is a classical socio-technical systems theory combining social and technical dimensions susceptible to their operating environments (Appelbaum, 1997). Socio-technical systems are characterized by high levels of social intricacy and technical complexities intended to fulfill society's important functions (Baxter and Sommerville, 2011; Wu et al., 2015). They represent a synergistic union of people, technology, organizational structures, and processes, including the operating environment in which these elements occur (Carayon et al., 2015). In its modern holistic view, Whitworth (2009) emphasizes that a socio-technical system is not two separate, side-by-side systems, but an integrated whole. It encompasses the interaction between the social and technical systems, including the interdependencies of the system development life cycle (Troyer, 2017). Bostrom and Heinen (1977) and Walker et al. (2007) describe STS as consisting of humans applying technological solutions to execute work activities through processes within a social structure (organization) to achieve set goals.

1.2 Statement of the Problem

Supply chain management and procurement have been increasingly prevalent in Kenya, which has resulted in an increase in unethical business activities that are in violation of the standards of conduct that have been developed. Through the use of ethical theories and principles (Gichure 2017; Gomez 2019), the procurement process in Kenya has the potential to be changed into a sustainable practice that is defined by equity and

transparency. A 19 When it comes to many businesses, the process of procurement, which refers to the acquisition of products and services, is the procedure that poses the highest risk of ethical infractions or abuses. There are nineteen effective procurement management techniques that should identify areas where ethical difficulties may occur and proactively address these concerns. This will ensure that staff are well-informed about the activities they should avoid. Corruption is the most famous example of an unethical activity that is associated with procurement.

According to research estimates, the expenses connected with corruption in the process of public procurement range anywhere from ten to twenty-five percent of the total value of the contract (TI, Corruption and Public Procurement, 2020). According to the Ethics and Anti-Corruption Commission, Kenya is experiencing a loss that is projected to be KSh.19,608,19 billion, which is equivalent to 19 (7.8% of the country's GDP) each year. This loss is attributable to corruption.

For this reason, the reduction of corruption is absolutely necessary for the progress of the nation. It has been said that Kenya's decentralized government structures are responsible for the loss of more than 25 percent of the country's total income owing to corruption. In spite of the fact that the Wajir County administration has implemented ethical procurement procedures and computerized procurement in accordance with the legislation governing procurement, the outcomes have not been as encouraging as anticipated. This raises the question of whether the implementation of ethical procurement has indeed resulted in the expected improvements in supply chain performance within the county government and across Kenya as a whole.

Most of the existing literature on ethical procurement and organizational performance has focused primarily on industrialized countries. Moreover, the limited studies available

in the Zambian context have concentrated on other government units, largely excluding counties. Hence, the current study seeks to fill these gaps by establishing the relationship between ethical procurement practices and the performance of Wajir County government in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to establish the relationship between ethical procurement practices and performance of Wajir county government in Kenya

1.3.2 Specific Objectives

The study was by the following specific objectives

1. To evaluate the effect of for money on the performance Wajir county government in Kenya
2. To assess the effect conflict of interest on the performance of Wajir county government Kenya
3. To examine the effect of fairness on the performance of Wajir county government in Kenya
4. To evaluate the effect of respect for regulations on the performance of Wajir county government in Kenya

1.4 Research Questions

The study sought the following questions

1. To what extend does value for money affect the performance of Wajir county government in Kenya?

2. To what extent does avoidance of conflict affect the performance of Wajir county government in Kenya?
3. What is the effect of fairness on the performance of Wajir county government in Kenya.
4. To what extent does respect for regulations affect the performance of Wajir county government in Kenya?

1.5 Significance of the Study

The findings of this study will be of great value to a wide variety of stakeholders, including information technology professionals and supply chain management practitioners in Africa and other emerging economies. In addition, the stakeholders will be able to benefit from the findings.

Officers of the supply chain in the counties, representatives of government agencies, researchers, and academicians are all included among these stakeholders. Due to the fact that this study will analyze the impact of ethical procurement on the existing systems of Kenyan governments in a complete manner, it is probable that government agencies may find this study to be useful. In the end, the findings of this study will provide the government with valuable insights that will assist them in the process of developing regulatory frameworks that encourage ethical procurement and the implementation of information technology.

This will ultimately lead to an improvement in the efficiency of county governments at the county level, including the involvement of academics and instructors. This research will serve as a valuable reference for future researchers investigating topics relevant to ethical procurement and will also provide support to academics engaged in similar studies. As more research papers contribute to this topic, we will be able to broaden the

discussion regarding the enhancement of ethical procurement theory and practice as a catalyst for organizational performance. The extent to which information technology is adopted will further determine the scope of this discussion.

1.6 Scope of the Study:

The purpose of this study is to evaluate the relevance of the relationship between ethical procurement methods and the performance of the administration of Wajir County in Kenya. Specifically, the study focuses on ethical procurement practices, including issues such as value for money, conflicts of interest, fairness, and compliance with regulations. The performance of Wajir County's administration will be the dependent variable under investigation.

The study will focus on the 471 supply chain management officers in Wajir County, Kenya, with procurement authorities serving as the key participants. A census approach is predicted to be employed for this investigation, which is expected to be conducted between July and September 2024, considering the manageable size of the study population.

1.7 Operational Definition of Key Terms

Ethics It is the basis to which entirely all of the principles of procurement including fairness, integrity and transparency are based on.

Procurement ethics is the principal conduct governing an individual or group concern to what is right or wrong.

Unethical practices These are practices considered to be contrary to the public policy and Welfare. Some of the common unethical behaviors include conflict of interest, confidentiality of information, biasness and lack of integrity.

Conflict of Interest Conflict of interest arises when buyers or their close family members or friends have direct financial interest in a supplier's organization

Fairness as a fundamental principle relates to getting what a person deserves by due process and just allocation.

Integrity is considered as the quality of honesty as well as maintaining firm moral principles

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses several hypotheses related to the topic and reviews the empirical material from previous research. Additionally, it presents a conceptual framework of the factors to be studied and identifies the research gap the study aims to fill.

2.2 Theoretical Review

Ravitch and Riggan (2016) define a theoretical review as a collection of interconnected concepts that includes both theories and models. A theoretical review is necessary to provide a comprehensive explanation of the statistical correlations to be investigated in the study. It serves as a guide for the inquiry, summarizing the variables to be considered or measured to determine the study's outcome. The use of theoretical frameworks in deductive and hypothetical inference research is essential. This study seeks to provide a theoretical evaluation, focusing on hypotheses reflecting the impact of ethical procurement on organizational performance. Other relevant theories are also examined to understand the interaction between individuals and circumstances, particularly concerning technology, organization, and the environment, aiming to establish a fundamental understanding of the phenomenon under investigation.

2.2.1 Public Value Theory

Developed by Moore in 1995, Public Value Theory aims to help public sector managers understand the constraints and opportunities within which they operate, focusing on the challenges of creating value for the public. Moore (2010) states that a manager's role is not only to execute policies and adhere to organizational procedures but also to identify opportunities to improve public welfare. Public entities are directly accountable to citizens and their democratic representatives. In this study, Public Value Theory will be

applied to assess the impact of ethical procurement practices on the performance of decentralized government systems.

2.2.2 Person-Situation Interaction Theory

This study applies the person-situation interaction theory developed by Linda Klebe Trevino. The theory suggests that the ethical decisions made by an organization can be understood by evaluating the interaction between individual and contextual factors. The theory is based on the premise that people respond to ethical dilemmas through reasoning influenced by their stage of cognitive development. An individual's cognitive moral development impacts their thinking about ethical dilemmas and the decisions they make regarding what is morally right or wrong.

The actions of employees in the procurement department are shaped by factors such as organizational culture, the situational context, and individual characteristics. Personal variables include individual strength, ego, locus of control, and field dependency. Trevino (1986) explains that situational considerations include the contextual features of the job, such as the pressures and reinforcements associated with it. These factors influence the ethical decisions made by procurement staff. Organizational culture, including responsibility, adherence to superiors, and normative structures, also plays a key role.

In 2012, the Contract Monitoring Kenya Network (CMKN) identified that unethical behaviors, such as fraud, extravagance, and favoritism, were significant contributors to procurement malpractices in public bodies in Kenya. These malpractices lead to the mismanagement of public funds. Therefore, this theory can be used to highlight how ethical components, such as openness, accountability, integrity, and confidentiality, are interconnected with the organizational performance of institutions like decentralized government systems.

2.2.3 Technology-Organization-Environment (TOE) Theory

The Technology-Organization-Environment (TOE) framework, developed by Tornatzky in 1990, outlines the relationship between technology, organization, and the environment. It was initially developed to study the adoption of information systems and technology services within companies. According to Zhu et al. (2014), it has evolved into a comprehensive perspective on information technology application.

The TOE framework is advantageous compared to other models used to investigate technology adoption, utilization, and value creation through innovation (Hossain & Quaddus, 2017; Zhu & Kraemer, 2015). It incorporates technological, organizational, and environmental variables and does not impose limitations on the company's size or organizational structure (J. Chen et al., 2020). It provides a comprehensive view of technology integration, implementation challenges, post-adoption enterprise spread, and factors affecting decisions on business innovation adoption.

In this research, the TOE framework is used to illustrate the relevance of information adoption in enhancing the effective functioning of decentralized government systems through ethical procurement practices. It highlights the importance of adopting technology to improve organizational capabilities and value chain operations, thus strengthening the functioning of decentralized systems.

2.3 Conceptual Framework

Hammond and Wellington (2017) define a conceptual framework as a description of the underlying relationships between the variables being studied. This framework allows the researcher to draw conclusions about the projected relationship between the variables. In this study, the independent variables are ethical procurement practices, specifically focusing on value for money, conflicts of interest, fairness, and adherence to regulations.

The dependent variable under investigation is the performance of Wajir County's government in Kenya. The conceptual framework illustrates how these independent variables impact the performance of the county government, as shown in Figure 2.1.

2.4: Conceptual Framework here

The diagram in Figure 2.1 visually represents the relationship between the independent variables (ethical procurement elements) and the dependent variable (government performance), which will guide the evaluation throughout this study.

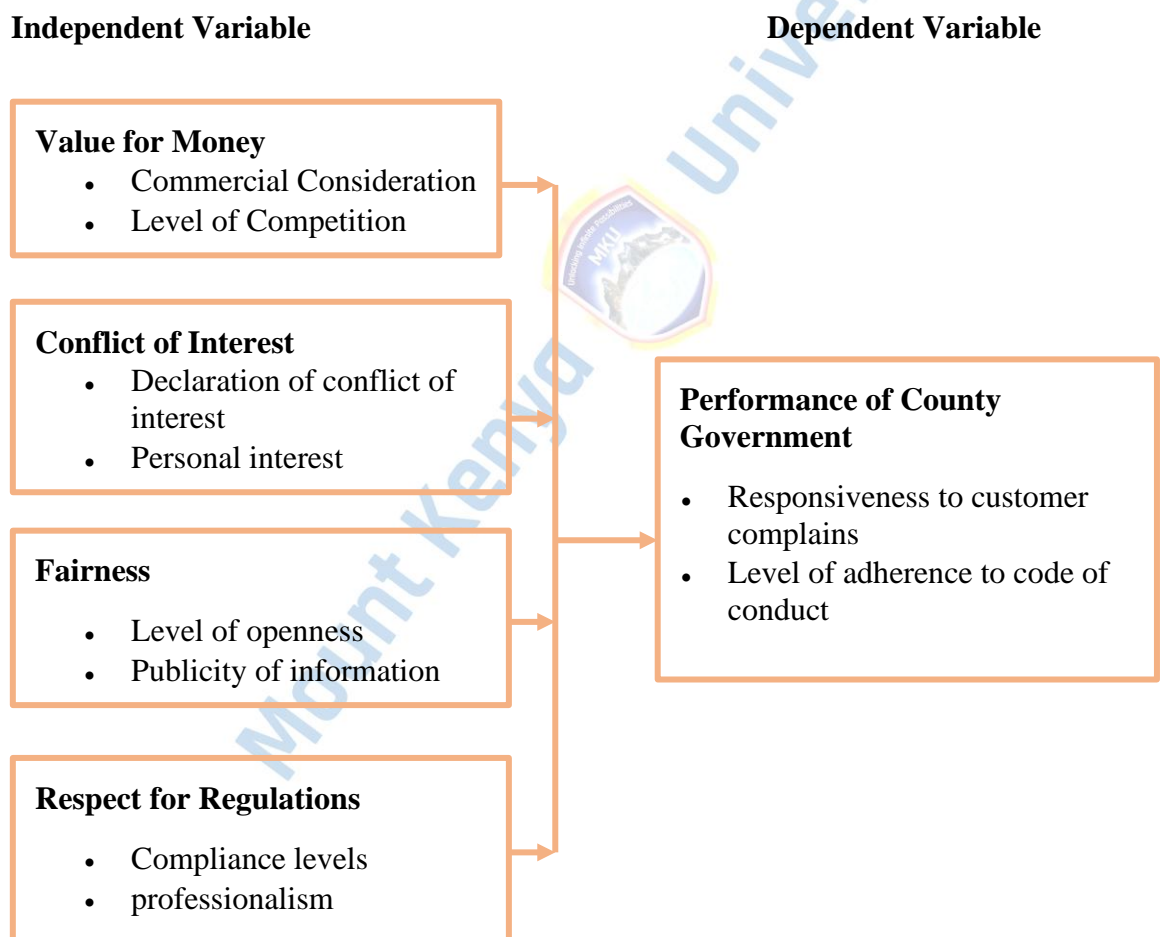


Figure 1: Conceptual Framework Source:

Researcher (2024).

2.5 Empirical Review

When it comes to purchasing, supply chains and procurement should place an emphasis on ethical issues. These factors include, but are not limited to, dishonesty, bribery, price manipulation, unsafe items, and public safety (Wood, 2016). There is a greater likelihood that these components are the consequence of the internal environment of the purchasing firm, as opposed to being solely the product of the relationship that the purchasing company has with its suppliers. At the same time, procurement processes should be solely focused on defining the ethical (and sometimes legal) implications of the concept of responsibility and what it means to be held accountable, while also relating these concepts to the dynamics of the relationships that exist between the company and its suppliers.

An increase in the level of accountability that exists inside companies has been brought about as a consequence of the pressure that has been applied by stakeholders. This pressure has been exerted in order to encourage ethical business practices. Embracing behaviors that improve both the procurement procedures and the overall performance of the business in the 21st century is a powerful invitation to embrace ethical practices inside an organization, according to Foerstl et al. (2017). This is a strong encouragement to embrace ethical practices. This is due to the fact that the organization's performance is contingent upon the implementation of certain ethical principles. When it comes to the activities that they perform on a daily basis, supply chain managers are entrusted with the responsibility of maintaining the highest ethical level. Additionally, it is their duty to make certain that businesses are able to derive the greatest potential benefit from their expenditures by contracting out the provision of services and the acquisition of commodities at the most economical prices that are conceivable. Furthermore, it is of the utmost importance that the quality of these products and services continues to be of a

high standard going forward. However, they are confronted with ethical concerns on a daily basis by contractors who are attempting to circumvent professional norms and involve them in fraudulent activities through canvassing (Atkinson, 2020; Vargas et al., 2018). This is a problem since contractors are attempting to evade professional standards. This section's objective is to study the ethical considerations involved in the procurement process as well as the effect that these considerations have on the overall performance of the organization.

2.5.1 Value for Money and Organizational Performance

When it comes to the field of public procurement, ethics have recently emerged as a big concern at this point in time. Considering that public procurement requires the utilization of public money, it is of the utmost importance that purchasers continually conduct themselves in a manner that is in the best interest of their stakeholders. This is because public procurement requires the use of public funds. According to the findings of the National Institute of Governmental Purchasing (2019) in Sweden, the central purchasing department was found to be the most significant entity in the realm of public procurement. Because it was accountable for 78% of all acts that were linked with procurement, this was the reason why it was responsible for procurement. It should be noted, on the other hand, that the decentralized outsourcing department was only responsible for 22 percent of the procedures that were involved in the procurement process. The oversight of procurement has been improved as a consequence of the combination of diverse procurement tactics, and urgent contracts have been carried out in a timely manner as a result of this combination. The fact that more than ninety-nine percent of the projects that have been acquired have been successfully completed is a direct consequence of this.

According to Jorge (2016), the process of public procurement should not be altered in a way that would be beneficial to a particular one of the parties involved. The ability of any eligible business to participate in the process of tendering is not restricted in any way because the majority of the funding for public procurement comes from tax revenue. This means that there are no restrictions placed on the capacity of any business to participate.

According to the conclusions reached by Transparency International (2017), the requirements of public procurement ought to be made available to the general public. For the purpose of increasing the levels of public reaction, which will ultimately result in higher levels of competitive effectiveness, this is something that is required. In light of the aforementioned, it is of the utmost importance to be aware of the fact that the conventional method of competitive bidding might not be able to award each and every contract. This is because the awarding of contracts is dependent on a number of parameters, such as the degree of urgency of the demand and the obligation to fulfill particular requirements. This is the reason why this is the case. In spite of the fact that this is a reasonable expectation, it is usually anticipated that the number of tendering procedures of this kind will decrease (Cox et al. 2023). The request for quotation (RFQ) and direct sourcing are the two methods that are applied the most frequently when it comes to limited tendering. Both of these procedures are referred to as "direct sourcing."

In an effort to shed light on the unethical behavior of public procurement authorities in Uganda, Ntayietal. (2020) conducted a study that utilized the concepts of social cohesion, groupthink, and ethical viewpoints. The investigation was conducted with the intention of shedding light on the situation. Following the completion of the research, the researchers arrived at the conclusion that these characteristics played a significant part in shining light on the unethical procurement behavior of procurement officers in Uganda.

In 2018, Ndolo and Njagi conducted an analysis into the impact that ethics has on the efficiency of the procurement process within Kenya's water industry. The subject of their investigation was the effectiveness of the procurement process. They arrived at the conclusion that there is a favorable association between greater ethical standards in procurement procedures and improved organizational performance as well as the efficiency of the procurement process. According to the findings of the researchers, there are a number of factors that have a positive impact on procurement procedures in any company. There are a number of variables that contribute to this, including accountability, responsible purchasing and supply, equitable treatment in the bidding and awarding of tenders, and transparency. These factors have the potential to improve organizational performance and delivery. According to Mbae (2018), unethical practices, which include corruption, a lack of transparency and accountability, and conflicts of interest among procurement officers with regard to public procurement, had a negative impact on the procurement processes in Machakos County, which in turn had a negative impact on the overall procurement performance of the county. In other words, the county's overall procurement performance was negatively impacted. In addition, Mbae (2018) observed that these practices had a negative impact on the acquisition of goods and services by the county.

The study that was conducted by Kabubu, Huho, and Kyalo (2015) investigated the impact that procurement ethics had on the procedure of obtaining medical supplies in public hospitals located in Nyeri County, Kenya. For their part, the researchers were particularly interested in the manner in which these ethics influenced the procedure. Through the utilization of Pearson's correlation coefficient, the researchers came to the conclusion that there exists a robust and favorable connection between ethics and the

process of procurement. Specifically, the fact that the correlation coefficient of 0.732 was evidence that this was the case.

At a significance level of 5% ($p = 0.003$), it was found that the value displayed a substantial level of significance. A further conclusion that can be drawn from the findings of the study is that instances of collaboration, conflicts of interest, and abuse of office inside the organization had a detrimental impact on the procurement process. In their advocacy, the researchers urged for the enhancement of ethical standards and for public officials to become familiar with the requirements that are stated in the Kenyan Constitution (Chapter 6) and the PPADA (2015) in reference to the code of conduct. In addition, they advocated for the improvement of ethical standards.

2.5.2 Conflict of Interest and Organizational Performance

According to Elshleman (2022), the process of obtaining goods and services, which is commonly referred to as procurement, is plagued with the possibility of unethical violations or abuses of ethical standards. Effective procurement management aims to foresee difficulties of this nature and find solutions to them in advance. This is done with the goal of ensuring that staff are aware of what actions to take in the event of an ethical difficulty. The possibility for prejudice or conflicts of interest is the most significant ethical concern that the majority of firms have when it comes to the selection of suppliers. According to Williams and Siegel (2021), when employees make purchases from individuals or businesses with whom they have a personal or familial tie to the organization, there is a relatively significant likelihood that they may commit fraud or overpay for their purchases. A thorough policy for procurement management must include crucial components such as a clear definition of a conflict of interest and a prohibition on procurement in situations where such a conflict of interest exists. Although it may not be immediately obvious that there is a conflict of interest, it is nonetheless

unethical for an employee to take bribes from a vendor in the form of money or gifts while the person is engaged in business activities (Gomez, 2022).

Through the implementation of a policy that prohibits employees from receiving gifts or other forms of remuneration from suppliers, it is possible to handle this issue throughout the procurement process and prevent the delivery of substandard goods or services as a result of bribes. Businesses who treat their suppliers in an unfair manner on the basis of criteria that are unrelated to the quality of the product or service, such as nationality, may be subject to ethical and legal objections from organizations that receive money from both private and public sources, according to Fisher and Lovell (2019). No matter how subtle it may be, any rule that permits discrimination against sellers falls under this category. In light of the fact that discrimination against sellers is frequently prohibited by state and federal legislation, regardless of gender, ethnicity, nationality, or any other trait, it needs to be made illegal. In particular, this is the case for organizations that are supplied with financial support from the government.

During the procurement process, the possibility of a conflict of interest is the most significant ethical concern for the majority of businesses (Gomez, 2022). When employees buy products or services from individuals or businesses with whom they have personal or familial links, there is a greater likelihood that they will be involved in fraudulent activity or overpaying for those goods or services. A thorough policy for procurement management must include crucial components such as a clear definition of a conflict of interest and a prohibition on procurement in situations where such a conflict of interest exists. As a consequence of this, awards would be given out in accordance with the standards that are generally accepted, and the process of tendering would be conducted in an open and responsible manner (Gray et al., 2017).

According to Handfield and Baumer (2016), the inclusion of conflict of interest statements in the code of conduct is a frequent tool that organizations use to assist their employees in navigating the firm. The diversity of people and worries about the environment will be incorporated into ethical norms. One has the ability to demonstrate integrity, honesty, impartiality, and incorruptibility when there is a conflict of interest among them. If an employee has any financial interests in a company, they are required to notify management or refrain from participating in the procurement process, as stated by the Indiana University of Pennsylvania (2014). Another option is to not participate in the process at all. Conflicts of interest have an impact on a number of aspects of a company, including the ability of the chief executive officer to prevent legal violations of the Procurement Act, the profitability of the organization, and the corporate reputation among both consumers and suppliers. Eltantawy and Giunipero (2019) noted that the perceived reputation of the procurement function is an essential prerequisite for the function's capacity to have an impact on performance.

If the work of the procurement department is not seen as strategically significant and useful to the company, then the department's performance will not improve. The presence of conflicts of interest in government agencies leads to an increase in inefficiency. According to a summary of the report that was presented at the 2019 Cabinet Meeting by the Parliamentary Account Committee on the Commonwealth, the rate of economic growth of a nation slows down, public treasuries are depleted, and disagreements between interested parties lead to materials of bad quality.

2.5.3 Fairness and Organizational Performance

The purpose of the study that Amelika (2019) carried out was to investigate the ethical problems that are faced by medical institutions in Malaysia when they are in the process of procuring products and services. For the purpose of the study, a descriptive research

approach was applied, and the sample size consisted of 12,321 medical institutions that were located inside the boundaries of New York City. The data that was gathered was subjected to both descriptive and inferential statistical methods, which were applied for the purpose of conducting the analysis. The findings of the study revealed that there is a negative correlation between hostile cultures, language barriers, and integrity in the context of the supply chain. This association was found to exist in the supply chain setting. The inability to effectively convey ethical concerns is a hurdle that many firms face when attempting to obtain goods or services from other countries. This is because language barriers make it difficult to appropriately communicate ethical concerns. The fact that ethical considerations might be difficult to express adds to the difficulty of this situation. Makali (2015) conducted an inquiry on the dynamic link that exists between ethics and procurement performance. This analysis was carried out within the context of a study that was undertaken on Kenyan humanitarian organizations. One hundred nongovernmental organizations (NGOs) that were members of the NGOs council comprised the study population in Kenya. This population was taken from Kenya. Throughout the course of the research project, a random sample was used to identify the individuals who consented to participate in the study. The process of data analysis involved the utilization of both descriptive frequencies and percentages in conjunction with one another. In order to determine the extent to which ethical concerns such as honesty, secrecy, conflict of interest, and competitive bidding are related to procurement performance, regression and correlation analysis were performed. According to the findings of the study, there is a positive association between timely procurement, a process that does not compromise integrity and openness, and a tendering exercise that is conducted in secret. On the other hand, it was found that there is a negative connection

between getting gifts, having conflicts of interest, and being responsive during the procurement process.

When it comes to the procurement process, it is imperative that every stakeholder be treated in a consistent manner and communicated with in an equitable manner. This will eliminate the chance of prejudice and establish equality. Extra actions that procurement officials can take in situations when there is confusion over the execution of a process include sending out invitations and providing extra information (Bayles, 2016). The fact that such efforts are deemed to be time-consuming does not change the reality that they nevertheless help a firm save money and keep its reputation intact. According to Transparency International (2017), the rules of public procurement should be clearly understandable by all eligible entities and individuals. This is a condition that should be considered universal. Although there is a possibility that limits will be imposed to some degree, it is imperative that any and all information concerning procurement rules be made accessible to the general public. According to Transparency International (2017), individuals and organizations should not disclose confidential information to the general public, and further restrictions should be implemented to restrict the extent to which such information can be made accessible to the public. All information that identifies each bidder should be kept confidential during the process of reviewing the offers that have been submitted (Transparency International, 2017). This should continue until a decision is reached and a report is approved by the relevant authority. All information pertaining to procurement needs to be made accessible to the general public through a variety of channels, with the exception of special procurements such as defense procurements.

As stated by Orlitzky et al. (2023), the purchasing organization is responsible for ensuring that all of the information it provides to bidders is sufficient and does not mislead them. The amounts of confidence that people have in the procurement system are impacted by

the integrity of the system. On the other hand, the information that is provided in the tender materials should not contain any ambiguity or bias. It is important that prospective bidders have a clear understanding of whether or not they meet the requirements to carry out the assignment through the evaluation of the tender documents. As stated by Cox, La Caze, and Levine (2023), prospective bidders ought to be aware of the expectations placed upon them as well as the criteria that are used to evaluate them.

In the event that it is not absolutely necessary to do so, the process of evaluation and selection has to be properly described in the tender documents, and it ought not to include any modifications. At the event, all bidders who are interested in participating are required to make the appropriate revisions, and then the amendments must be disclosed and made available to the public. In the case that the tender documents are altered, the bidders must be given sufficient time to make any necessary modifications to the documents in order for them to still meet the deadlines.

In the year 2020, Fox provides a list of a range of ideas that assist individuals in becoming more effective. These ideas include being fair, honest, impartial, and having high standards or standards of excellence. Self-awareness and command are two of the most important of these, yet impartiality and fairness are never already present; rather, they must be re-established at every opportunity. When public sector administration is taken into consideration, administrative rationality becomes even more essential when fairness is taken into account. For the purpose of achieving justice within the public procurement process, it is vital to have concerns regarding prejudice, compliance with regulations, acceptable price, technological capabilities, and equal treatment. According to the International Civil Service Advisory Board (2017), impartiality is an essential requirement, and it is imperative that providers be treated in a manner that is both fair and free of bias. When any of the vendors are treated unfairly, unethical behavior is

triggered inside the organization. Consequently, procurement authorities should not be prejudiced when carrying out their duties, as the repeated actions of partiality would cause an organization to become weaker. There are a number of characteristics that define honesty and fairness, including responsibility, transparency, integrity, openness, and competition. It is the responsibility of public authorities to guarantee that procurement in the public sector is conducted in a fair manner (Roy, 2015). This is because administrative moderation can be evaluated in relation to procedural fairness and impartiality procedures. In light of the fact that activities related to public procurement are supported by the general public, Amundsen (2019) asserts that in order to guarantee fairness in the process, decision-making and actions must be impartial, and no people or organizations should be given preferential treatment.

According to the International Civil Service Advisory Board (2017), all stakeholders involved in public procurement, including contractors, suppliers, service providers, and the general public, should have access to all information that is pertinent to the procurement process. These limits also apply to the procurement of items for the military as well as the copyright information of organizations that are participating. According to the International Civil Service Advisory Board (2017), anytime one supplier makes a request for further information, the other suppliers involved are required to be notified within the same time frame. In the event that an offer is deemed invalid during the review process and an award is placed with the next highest offer, it is imperative that the specifics about the disqualification of the lower offer be handled in a consistent manner. If an announcement is made on any medium regarding a public procurement, it is required to contain sufficient information for interested parties regarding the closing dates, evaluation mode, scope, deadlines, queries, site of submission, and other relevant

information, as stated by Jorge (2023). In addition to this, it is essential that the tender documents have prices that are reasonable.

2.5.4 Respect for Regulations and Organizational Performance

The Indiana University of Pennsylvania (2018) emphasizes that all individuals who participate in the process of public procurement are liable for their actions and choices. This obligation extends to all individuals who are involved in the process. Furthermore, in light of this, it is the responsibility of each and every individual to report or respond to the appropriate oversight agency, as well as to the general public, with the outcomes of the decisions that were made. According to Transparency International (2017), such principles foster impartiality and the elimination of conflicts of interest. This is caused by the fact that they encourage impartiality. It is expected of procurement authorities that, while carrying out their appointed obligations, they will interact with their trade partners in a manner that demonstrates professionalism and will also fully conform to the regulations that have been set (Australian procurement and construction council, 2008). This is a requirement that is expected of them. According to the findings of Cox et al. (2023), those who have the power to influence decisions should avoid engaging in any actions that could be interpreted as an attempt to undermine or appear to detract from the process of decision-making.

According to Muhia et al. (2017), the procurement of pharmaceutical drugs in county governments in Kenya has been negatively impacted by a number of factors. These factors include the inadequacy of confidentiality in the tendering process, conflicts of interest among public officers regarding public tenders, the absence of competitive bidding, and the absence of openness and transparency in outsourcing. All of these factors have contributed to the negative impact. With regard to the subject of ethical procurement practices, there has not been an adequate amount of attention applied. According to the

findings of a study that was carried out by Simiyu et al. (2017), the authors evaluated the impact that ethical standards in supplier evaluation have on the effectiveness of supply chains within G4S transport and logistics businesses that are situated in western Kenya. According to the findings of the study, issues that were related with ethical practices had a negative influence on the performance of the supply chain as well as the overall profitability of the organization. This was in addition to making the supply chain less efficient. Furthermore, the results of the study revealed that a large section of the general populace continued to be ignorant about the Public Procurement and Disposal Act of 2015, which was passed in December of 2015. In 2024, Mbae concentrated his efforts on gaining a deeper comprehension of the connection that exists between the performance of county governments in terms of procurement and the public procurement law in Kenya. This was the primary focus of his activities. Based on the findings of the study, it was determined that the existing procurement laws had a significant impact on procurement by slowing down the rate at which both products and services were procured. This was discovered during the course of the discovery process.

Furthermore, there has been a significant enhancement in the quality of the services and goods that have been acquired. This is in addition to the advancements that have been made in the system for the resolution of disputes and the technical competencies of the staff members who are engaged in the process of procurement within these county governments. A number of studies (Ngovi, 2019; Simiyu, Keitany, & Mukanzi, 2017) have been carried out within organizations that are primarily concerned with making a profit. The ownership of these institutions is distinguished by the fact that they frequently exercise direct control over projects, which eventually results in the accomplishment of value for money in the majority of instances. However, despite the fact that numerous state agencies operate on behalf of a wide variety of stakeholders, including the general

public, there is a lack of direct control. This is the case despite the fact that state agencies exist. It is impossible to argue against this being a fact. State agents have, in a number of instances, violated their fundamental commitment to serve the interests of their principals, so transforming themselves into both the perpetrators and the enablers of economic misbehavior because of their actions. This is something that has happened in a variety of different circumstances.

The purpose of this study, which was carried out by Mbae (2014), was to evaluate the connection between the public procurement law and the performance of county governments in Kenya with regard to procurement. For the purpose of this investigation, a descriptive research design was implemented, and questionnaires were the primary instrument that was utilized for the purpose of data collecting. The researcher was the one who carried out the in-person administration of the questionnaires, and the population of interest consisted of procurement officials who worked for county local governments. It was determined by the findings of the study that the procurement laws that were in place at the time had a substantial influence on the procurement process. These laws had the following effects: they slowed down the rate at which goods and services were acquired; they improved the quality of the goods and services that were acquired; they increased the level of transparency in the process of procurement; they improved the mechanisms for conflict resolution; and they strengthened the technical capabilities of the procurement staff in the county. All of these effects were brought about by the laws. The study also discovered that the procurement process has been greatly impacted by a lack of accountability among procurement officers, unethical behaviors, dishonesty, and a lack of openness among procurement officials. All of these factors have contributed to the process's negative outcomes.

Based on the findings of the research, it was suggested that procurement officials should be provided with training on procurement rules, that officers who were found to be responsible for violations of procurement laws should be subjected to severe punishments, and that a procurement oversight committee should be established in order to ensure that procurement laws are carried out in a stringent manner. In the year 2016, Odhiambo carried out study with the purpose of determining the extent to which ethical practices have an impact on the procurement performance of the hospitality industry in Machakos County. The research was carried out using a descriptive design, and the primary instrument for data collection was made of nineteen questionnaires. This study was undertaken with the objective of gathering information. To fulfill the requirements of the research project, the sample size was comprised of 312 hotels in Machakos County that were awarded a rating of four stars. According to the findings of this study, the procurement process is characterized by the presence of essential elements such as responsibility, fair treatment, and transparency regarding the procurement process. As a consequence of this, it was discovered that being responsible during the procurement process was a significant component in determining the performance of the procurement process.

An examination into the procurement sector in Malaysia revealed that a substantial number of procurement authorities were responsible for violations of the policies and procedures that had been established (Hunja, 2021). This was discovered during the course of the investigation. Jeppesen (2020) asserts that compliance is only accomplished when the target carries out an activity that has been required of them over the course of the investigation. This ultimately leads to a state of apathy rather than enthusiasm, which in turn leads to a reduction in the amount of effort that is placed forth. On the other hand, Philly and Nkirina (2017) made the observation that compliance has, over the course of

time, been understood to signify adherence to regulations in regard to the outputs of the organization. This is something that has been believed to represent compliance.

Therefore, in order to properly perform any procurement processes in South Africa, it is absolutely required to comply with the regulatory requirements, as stated by Fourie (2015).

According to Mazibuko and Fuorie (2017), the primary objective of legislation that pertains to public procurement is to articulate and put into practice the procedures that result in outcomes that are desirable, while also taking into account the inherent characteristics of the procedure and making certain that it is consistent with fairness. In response to the fact that corruption not only threatens the viability and legitimacy of governments but also impedes the rights of citizens, legislative choices came into being as a result of the recognition that corruption is a reality. As a result of the establishment of these frameworks inside the constitutions of each nation, government institutions are expected to buy products, services, and works while following the values of fairness, equity, transparency, and competitiveness (Fourie, 2015). When it comes to their jobs as representatives of the company, procurement officials truly need to have a complete understanding of the legal concepts that regulate the actions that they take. In order for these officials to be able to carry out their responsibilities, it is necessary for them to become familiar with the Principles and Standards of Ethical Supply Management Conduct as well as the Principles of Social Responsibility that have been established by the Chartered Institute of Purchasing and Supply (CIPS). It is of the utmost necessity to create a measurement that can assess the level of comprehension that the authorities have regarding ethical procurement procedures. This is true regardless of the approach that is implemented. According to Eltantawy and Giunipero (2019), if an organization is unable to meet the fundamental requirements, the organization ought to be required to provide

remedial training or, in the most extreme situations, terminate employment. The pursuit of absolute compliance should be the goal of organizations.

2.5.5 Ethical Procurement and Organizational Performance

Approaches for ethical procurement have the goals of increasing accountability, preventing public workers from engaging in corrupt activities, and improving the availability and quality of items and services that are purchased while adhering to realistic time and budget constraints (Mustapha, 2010). Additionally, these approaches attempt to improve the efficiency of the procurement process. According to Nsiah-Asare and Kwadwo (2016), organizations are obliged to adhere to ethical norms when it comes to public procurement. By taking into account all of the relevant expenses and advantages, this will assist them in protecting their resources, improving their performance, and making the most of their budget—all during the process of purchasing the item. Similarly, Hussein and Shale (2024) pointed out that corrupt actions can lead to bribery, conflicts of interest, bid rigging, manipulations, and the misallocation of public funds, in addition to delays in delivery. They also mentioned that these activities can also result in delays in delivery. On account of the nineteen services and goods, nineteen of them were purchased. According to the findings of a number of organizations, unethical procurement practices in Africa have an impact on the performance of purchasing institutions. The World Bank, Transparency International, and the Procurement Regulatory Authorities are some of the organizations that fall within this category. The implementation of donor-funded projects results in the loss of a significant amount of money on an annual basis due to the presence of careless procurement procedures, corruption, fraud, and obstruction (World Bank, 2016; Transparency International, 2017).

It has been reported that almost Ksh. Kenya lost 14.6 million cedis, following in the footsteps of South Africa, Uganda, and Ghana, who all incurred losses in public procurement. South Africa lost R.46.36 billion, Uganda lost UGsh 323,864,775 and Ghana lost Ghanaian cedis. There are numerous sources that state that unlawful purchasing activities in Ghana resulted in the deaths of 9,224,876 individuals (PPDA, 2017; AG, 2017; PPOA, 2015). According to the report that was published by the Controller and Auditor General in 2016, the Tanzanian government suffered a loss of 1.9 trillion Tanzanian Shillings (TZS) as a result of inappropriate behavior in the realm of public procurement. The amount of cash that was either misappropriated or unexplained in public procurement operations increased by 18%, as stated by CAG (2016). This is an increase from the 1.6 trillion TZS that was found in the Financial Year 2014-2015. As a consequence of this, 3.13 percent of the population was unable to obtain necessary services because the delivery of these services by the public sector was either inadequate or in jeopardy (WB, 2016; UNDP, 2018) are the works that were cited.

There are chronic problems with public procurement, such as a lack of transparency, corruption, conflicts of interest, and injustice (CAG, 2016; PPRA, 2017; UNDP, 2018). As a result, significant public resources are lost, quality diminishes, and essential public services are not supplied. A regulatory and legal environment that supports ethical behavior is an additional factor that contributes to the success of public procurement projects. Researchers Hui, Othman, Omar, and Rahman conducted an investigation into the effects and mechanisms of ethical problems associated with cronyism, corruption, a lack of transparency, and accountability, all of which have an impact on the efficiency of Malaysia's public procurement system. Misconduct in procurement on a systemic level, as well as failure to comply with rules and procedures that had been established, wrecked it. A survey was carried out by the World Bank (2019) among the people of Bangladesh

in order to ascertain their level of familiarity with the public procurement legislation of the country. The survey revealed that there were several instances of non-compliance. As a result of unethical procurement methods, the majority of African nations end up implementing their budgets rather than their activities. The outcome of this is that the quality of the materials that are obtained is low, and as a consequence, the performance of the organization is negatively harmed.

You may get an idea of how terrible things are when you take into consideration the fact that seventy percent of Uganda's corruption occurs in the procurement sector (Kiyo, 2017). It is impossible to exaggerate the significance of ethical procurement processes, especially considering the fact that unethical procurement methods can have a disastrous impact on the budget of a nation. According to the findings of a study conducted by Agyeman (2018) on ethical procurement rules at the Accra Metropolitan Assembly, audit performance of experts was not frequently evaluated in Ghana. This is despite the fact that ethical procurement procedures are extremely important. In order to ensure that the procurement procedures were taken into consideration, this was done. According to Chekol and Tehulu (2018), the most important factor in ensuring the success of public procurement in Ethiopia is the implementation of ethical procurement methods. Based on the findings of the study, it was discovered that procurement ethics had a positive and statistically significant impact on the performance of the department. In their study of Uganda, Eyaa and Oluka (2017) highlighted the significance of procurement ethics. Their research indicated that Uganda has a high incidence of public procurement malpractices, which highlights the need for ethics in procurement. According to Mrope (2017), Tanzanian government organizations are granted the ability to improve their procurement operations through the implementation of professional procurement standards and established ethical laws.

It is therefore essential for the success of any company to adhere to ethical values when it comes to procurement. According to Makali, Wainaina, and Ombati (2018), if companies adhere to procurement ethics, they will be able to prevent a wide variety of difficulties with their suppliers that involve unethical activity. Included in this group are the following: The avoidance of accepting gifts, donations, or hospitality inducements that could potentially influence procurement selections; the maintenance of favorable relationships with third parties and suppliers; and the preservation of confidential information are all examples of conflicts of interest. It is crystal apparent and unequivocal that research on the effect of procurement ethics on the study of organizations has been conducted. On the other hand, rather than structures such as the government, institutions such as public and private businesses in Kenya are the ones conducting considerable study on it. The purpose of the research conducted by Ochola, Idua, Kilungu, and Kadem (2016) was to investigate the impact that ethical sourcing has on the performance of Kenya Power Company Limited.

The establishment of ethical policies and standards for procurement was found to have a favorable correlation with the achievement of organizational success. Onyinkwa (2016) conducted a study on secondary schools in Nyamache Sub County. The schools were the focus of the survey. According to the findings of a study that was carried out in Kisii, Kenya, compliance with procurement laws is influenced by ethics, awareness, and training. It was advised by the professor that members of school tendering committees receive ethical training in order to cultivate impartiality, responsibility, and equality. In the course of their investigation of public hospitals in Kenya, Ogol and Moronge (2017) came to the realization that ethical behavior can potentially assist businesses in enhancing their procurement performance. According to Van Weele, A.J. (2002), the effectiveness of the procurement function is evaluated based on how effectively it succeeds in

achieving its objectives and goals while simultaneously preserving effectiveness in terms of cost. A foundation for effective control and management of resources, the metric indicates the value of the procurement function by providing a foundation for such activity. One method to speed up a company's transition to a new way of doing things and boost its chances of success is to establish procurement performance goals that are crystal clear. According to research carried out by Amaratunga and Baldry (2002), the performance of procurement is the most important factor in enhancing the quality of service providers. On the other hand, if it is not utilized appropriately or if it is not present at all, it may impede efforts to develop and may even result in a decline in the purchasing function.

It has been reported by F.K. (2008) that the majority of companies do not have any performance measures in place to evaluate the efficiency and effectiveness of their procurement procedures. According to Onyango, J.P. (2012), organizations that are involved in oil marketing can reap the benefits of supply chain development if they adhere to ethical standards that have been established historically. The fact that participants are reluctant to reveal sensitive information for ethical reasons makes it challenging to carry out studies of this nature. For breaking the organization's policy on secrecy, participants are afraid of facing repercussions from the organization.

2.5 Research Gaps

There are a number of studies that have shown contradictory findings in the literature while conducting research on the many aspects of procurement ethics. Mwangi and Kwasira (2015) conducted a study to investigate the impact of ethical practices on procurement performance at State Regulatory Agencies in Nairobi County, Kenya. They found that openness and accountability had a positive and substantial influence on the performance of procurement. Additionally, according to Hussein and Shale (2014), who

investigated the ways in which procurement practices influenced the performance of Unilever Kenya Limited, ethical behaviors such as honesty, openness, responsibility, and compliance had a favorable impact on the long-term profitability of the organization. On the other hand, the audit report that was conducted by TISA in 2019 indicates that there has been sufficient investigation into ethical issues that are associated with procurement, such as openness and accountability; nevertheless, there has been very little research conducted on how these aspects affect the performance of organizations. Because of this, we require additional study in order to demonstrate a connection between ethical procurement practices and the profitability of businesses.

Based on the literature study, it is evident that the majority of research has investigated ethical concerns in relation to the performance of supply chains, the effectiveness of procurement processes, and the performance of individual organizations. Still, no research has linked Kenya's devolved governmental institutions to ethical procurement practices. There have been no research that has taken into account moderating factors; rather, the studies that have been conducted have exclusively focused on the direct causal correlations that exist between ethical procurement and the success of organizations. Additionally, the majority of the research has focused on industrialized countries exclusively. In light of this, the purpose of this study was to attempt to bridge that information gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, an overview of the research concept, the population that will be the focus of the study, the sample frame, the sampling strategy, the research instruments, and the procedures for evaluating the data, presenting the data, and compiling the data is presented. For the purpose of the research of the data, this chapter offers a description of the statistical analysis model that was applied.

3.2 Ethical Consideration

Both an introductory letter and a certificate showing that the researcher has been subjected to ethical consultation will be provided to the researcher by Mount Kenya University. Utilization of this will be carried out in order to acquire a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI).

The appropriate county authorities will receive both the introductory letter and the NACOSTI research clearance form. Both of these documents will be circulated. Every single person who takes part in the survey will be given the assurance that their information will be kept confidential, and the information that is acquired will be utilized solely for the sake of academic research. The consent form that is presented will also be utilized for the purpose of getting consent from those who responded to the advertisement. The participants who have indicated their desire to take part in the research by providing an affirmative response to the permission form will be the ones who will provide all of the information that will be collected.

3.3 Research Design

A research design is the creation of conditions for data gathering and breakdown in a manner that combines relevance for the research aim with economics in the process. This arrangement is in accordance with the research design. As a design for the gathering of data, processing of that data, measurement of that data, and analysis of that data, it provides the conceptual framework through which the study is carried out. It is also possible to refer to a research design as a research strategy. Explanatory research designs are applied in circumstances in which the researcher is aware of the problem at hand and possesses a comprehensive explanation of the problem. According to Miles and Huberman (2018), the method illustrates the profound interconnection that is portrayed in the study questions to a great extent. A demonstration of the link between the various elements of the variables was provided by the method of explanation.

3.4 Target Population

According to Weber (2015), a population is defined as a collection of objects, individuals, entities, or items out of which samples are drawn for analysis. The target population of this study is the 141 supply chain management officers working in Wajir County Government of Kenya.

3.5 Census Method

A population is subjected to the census, which is a research project that is carried out over the course of a population. The census is conducted on each and every unit, each and every person, and each and every thing that is included in a population. The organization, which is situated under the supply chain management section of the Wajir County Government in Kenya, now employs 141 supply chain management officers. These officers are responsible for managing the supply chain. In order to ensure that each and every one of these authorized officials is included, this will be accomplished through

the utilization of the census method. The population of 141 supply chain management officers is relatively low; thus, it was decided that it would be suitable to conduct a census with the purpose of gathering information. The census would be conducted with the objective of obtaining information. The fact that the population is relatively low was taken into consideration when making this selection.

3.6 Data Collection Method

In accordance with Zikmund, Carr, and Griffin (2013), research instruments are defined as the processes, tools, and resources that are utilized in the research project in order to collect information. The information was gathered by means of a questionnaire that was of a semi-structured format. The research tool known as the questionnaire is utilized for the purpose of gathering information from a heterogeneous sample. Furthermore, the responses to each question are derived from data that is utilized to verify the hypothesis (Mugenda & Mugenda, 2013). The purpose of this process is to translate research objectives into particular questions. Both open-ended and closed-ended questions were included in the questionnaire for the research project. This was done so that information could be gathered regarding the independent and dependent variables. According to Wilson (2018), it has a propensity to eliminate matters of subjectivity and makes it easier to undertake qualitative and quantitative analysis. Additionally, it makes it easier to analyze outcomes. It was important to first acquire clearance from the MKU ethical review committee in order to achieve the goal of obtaining a research permit from the National Council of Science, Technology, and Innovations (NACOSTI). Google Forms were used to administer a total of 19 surveys to respondents. These surveys were distributed to respondents. There was a range of two weeks that the respondents were given to complete the questionnaires, and those who requested further time were granted an additional week to finish the questions.

3.7 Pilot Test

The pilot study aims to furnish proxy data for the selection of the probability sample, while also pinpointing potential issues in the design and structure of the composition (Cooper and Schindler, 2011). The study is centered around two fundamental objectives. In reference to this specific case, the methods applied during the initial evaluation of the questionnaire should align with those employed in the subsequent analysis or data collection. Through the facilitation of pilot studies, researchers can more effectively achieve the objectives established for the investigation (Viechtbauer, Smits, Kotz, Budé, Spigt, Serroyen, & Crutzen, 2015). Pilot studies assist researchers in achieving their objectives. The identification of ambiguity and the measurement of the various types of responses made by a participant are fundamental functions of pilot studies. The anticipated participation in the pre-test is expected to be relatively modest, estimated to fall between 1% and 10% of the potential population, according to the findings of Mugenda and Mugenda (2013). This represents the inference that can be derived from the present evaluations. This investigation involved the testing of research questionnaires on a sample that constituted 10% of the overall population size. This was undertaken with the aim of enhancing the research process. In the context of the pilot study, it was determined that a total of 141 individuals from Wajir County took part. This was achieved via a process of random selection. The actual field study did not include the individuals who took part in the pilot survey and were from the counties.

3.7.1 Reliability Test

As articulated by Bryman and Bell (2015), reliability pertains to the precision of measurement consistency or measurement reliability across diverse conditions, wherein identical results can be achieved. This study adhered to the internal approach to consistency, which is recognized for its superior robustness compared to alternative methodologies (Cooper & Schindler, 2011). The measurement of internal consistency is

conducted through the application of the Cronbach Alpha statistic. For the test to maintain internal consistency, as noted by Drost (2011), the reliability metrics ought to be grounded in the average interconnections among all distinct test entities. The value must surpass 0.719, given that Cronbach's Alpha Coefficient is employed to evaluate reliability (Drost, 2011). The alpha (α) determination of the Cronbach coefficient will proceed as outlined below:

$$\alpha = \frac{K}{K-1} \left[1 - \frac{\sum \sigma_k^2}{\sigma_{\text{total}}^2} \right]$$

Let K symbolize the quantity of elements, $\sum \sigma_k^2$ signify the aggregate of the variances of the k item scores, and σ_{total}^2 represent the variance of the overall measurement scores (Cronbach & Shavelson, 2004). The evaluation of internal consistency for the instrument was conducted using the test for Cronbach's Alpha.

3.7.2 Validity Test

Mugenda and Mugenda (2013) characterized validity as the degree to which research outcomes faithfully reflect the phenomenon being examined. Validity pertains to the degree to which the system effectively measures the constructs it is designed to assess (Mugenda, 2008). This research employs content validity. Bryman and Bell (2015) contend that content validity represents a qualitative dimension of validity, distinguished by a precisely delineated scope, within which analysts or judges assess whether the test comprehensively aligns with this defined scope. Essentially, one can ascertain the validity of the content through two primary approaches: by formulating a sequence of inquiries pertaining to the instrument or test, and/or by seeking evaluations from knowledgeable authorities within the discipline (Drost, 2011). A total of 19 experts in supply chain performance and information technology were involved in this endeavor.

The research supervisor offered valuable support as well. Their observations regarding the enhancement of the research instrument were integrated.

3.8 Data Analysis and Presentation

It was proposed by Kothari (2004) that the process of data processing requires the editing, sorting, and tabulation of data that has been acquired in a manner that makes analysis significantly easier. Information that has been gathered through secondary or primary techniques is transformed into a tool that can be viewed and processed through the use of data entry. Both descriptive and inferential statistical methods will be applied in order to conduct the analysis of the data. According to Levin, Fox, and Forde's 2020 research, the Pearson correlation coefficient was utilized in order to ascertain the nature of the relationship that exists between the independent factors and the dependent variable. This measure is applicable to bivariate relationships. For the purpose of evaluating the hypothesis, the F-test was utilized. When conducting the examination of the data, multivariate analysis will be performed. The term "multivariate analysis" refers to a collection of methods that are applied for the purpose of investigating data sets that contain a number of different variables. For the purpose of the study, the level of confidence will be 95%. The research utilized multiple linear regression models in order to evaluate the relevance of the influence that the independent factors had on the dependent variable, as well as the effect that the moderator had on the relationship between the two variables. The results of multiple regression models indicate that there is a linear connection between the predictors and the variable that is being studied. The form of the equation for multiple regression was as follows:

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

Where:

- YYY represents performance of the devolved system of government,
- $X1X_1X1$ represents value for money,
- $X2X_2X2$ represents conflict of interest,
- $X3X_3X3$ represents fairness,
- $X4X_4X4$ represents respect for regulations,
- ϵ represents the error term,
- β_0 is the constant value, while the coefficients β_1 , β_2 , β_3 , and β_4 represent the slopes of the coefficients showing the effect of the independent variables $X1X_1X1$, $X2X_2X2$, $X3X_3X3$, $X4X_4X4$ on the dependent variable YYY . The error term ϵ captures unexplained factors in the model.

3.9 Diagnostic Tests

The subsequent assumption of the study model was also tested. Diagnostics are conducted prior to model execution to ensure the accuracy of model coefficients.

3.9.1 Normality Test

The normality test was conducted using the Kolmogorov-Smirnov method (Saunders & Lewis, 2012). The null hypothesis that the data is normally distributed will not be rejected if the K-S values exceed 0.050 (Park, 2015).

3.9.2 Linearity Test

Scatter plots were utilized to examine the linearity of the data before executing the model. Linearity tests assist in confirming that the data under examination adheres to a straight line throughout the observations being studied. The scatter plot examines the relationship that exists between predictor and outcome variables.

3.9.3 Test for Multicollinearity

In the majority of instances, the term "multicollinearity" is used to describe a situation that is defined by a significant degree of correlation between the independent variables and the dependent variable under examination. William et al. (2013) state that the presence of imperfect multicollinearity leads to enormous standard errors, but the failure to account for perfect multicollinearity results in indeterminate regression coefficients

and infinite standard errors. Therefore, the presence of imperfect multicollinearity is associated with extremely large standard errors. For this reason, it is essential to take into account both types of multicollinearity. Large standard errors have a significant influence on the precision and accuracy of the decision on whether or not to reject the null hypothesis being tested. In the context of estimation, the issue at hand is not merely the presence of multicollinearity; rather, it is the degree to which it is significantly more severe than it should be. The variance inflation factor, often known as the VIF, was applied in order to ascertain whether or not multicollinearity was present. According to Field (2013), the presence of multicollinearity can be inferred from a VIF value of 10 or higher.

3.9.4 Heteroscedasticity

Heteroscedasticity was assessed using the Breusch-Pagan/Godfrey method. The null hypothesis posits that error variance is homoscedastic (Koenker, 1981). Rejecting the null hypothesis implies that the error variance is heteroscedastic, and this phenomenon will influence the predictions made by the FGLS model.

3.10 Hypothesis Testing

Hypothesis testing was conducted by employing the p-value. The acceptance/rejection rule is that a p-value smaller than 0.05 will lead to the rejection of the null hypothesis H_0 (Bonett & Price, 2022).

3.11 Ethical Consideration

The researcher will secure an introductory letter and an ethical review certificate from Mount Kenya University. This document will serve as a means to obtain a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). The introductory letter and NACOSTI research permit shall be disseminated to the county leadership. All respondents will be assured of the confidentiality of the

information, and the data collected will be utilized solely for academic purposes. The consent of respondents will be obtained through the accompanying consent form. Data will exclusively be gathered from participants who affirmatively respond to the consent form, thereby demonstrating their readiness to engage in the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter elucidates the outcomes derived from the analysis of data collected through the use of questionnaires. The current study aimed to investigate the influence of ethical procurement on procurement performance in devolved systems of governance in Kenya. The data collected was analyzed utilizing both descriptive and inferential statistics. The findings are presented in tabular summaries, along with a discussion of their implications. However, the findings regarding the moderating variable, information technology, were inconclusive due to incomplete data and were consequently removed from consideration.

4.2 Response Rate

A total of 141 respondents were targeted through the use of questionnaires, which enabled the researcher to distribute the questionnaire effectively. Respondents were gathered through Google Forms. Out of the population covered, 119 questionnaires were returned, representing a response rate of 84%. This response rate is considered adequate in descriptive statistics, according to Mugenda & Mugenda (2018).

Table 1: Response Rate of Respondents

Response	Frequency	Percentage
Actual Response	119	84%
Non-Response	22	16%

Total	141	100%
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Source: Field Data (2024)

4.3 Pilot Study

Cronbach's alpha was calculated to determine the reliability of the items used in the questionnaire, measuring the internal consistency of the constructs. A Cronbach's alpha value close to 1.0 indicates high reliability. Serekan (2019) suggests a minimum value of 0.70 for reliability tests. The four goals of the study were tested, and the alpha coefficient ranged between 0.893 and 0.987, confirming the reliability of the instrument.

Table 2: Reliability Results

Variable	No. of Items	Respondents	α (Alpha)	Comment
Value for Money	9	14	0.893	Reliable
Conflict of Interest	9	14	0.987	Reliable
Fairness	9	14	0.974	Reliable
Respect for Regulations	9	14	0.976	Reliable
Average	-	-	0.9575	Reliable

Source: Field Data (2024)

4.4 Demographic Information

This component of the analysis pertains to the demographic data of participants in the survey. This data is crucial for determining the uniqueness of the individuals involved in the study. The sample size included 119 individuals, and their responses were evaluated based on factors such as gender, age, and educational achievement. This section also aims

to provide insight into the demographic characteristics of the respondents, which may uncover relevant elements for the study.

4.4.1 Distribution of Respondents by Gender

The survey sought to ascertain the gender of the participants. As shown in Figure 4.1, 43% of the respondents were female, while 57% were male. This data shows a maledominated response rate. Although the issue of gender equality in decentralized governance structures is relevant, it is beyond the scope of this study. According to a study by William (2020), men and women in North American companies do not differ significantly in terms of work performance, though they may differ in their views on ethical procurement.

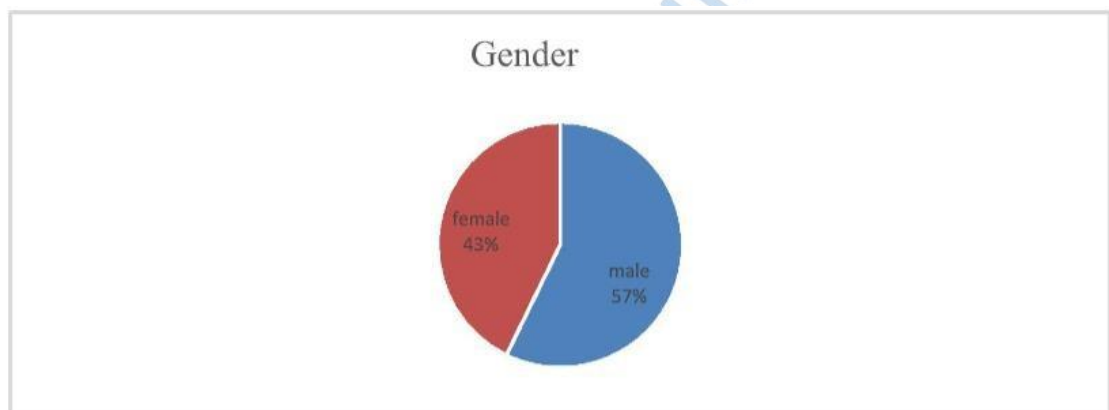


Figure 2: Distribution of Respondents by Gender

Source: Field Data (2024)

4.4.2 Distribution of Respondents by Age

The study examined the age distribution of respondents, which is summarized below. Among the participants, 33.6% were between the ages of 41 and 50, while 26.1% were aged between 31 and 40 years. The youngest group, aged between 18 and 30 years, comprised 19.3% of the respondents. These results show that the majority of participants

were mature adults capable of making informed decisions, ensuring the study's results are reliable. Saunders (2021) found a correlation between employee performance and age peaks between 30 and 40, which supports the findings of this study.

Table 3: Distribution of Respondents by Age

Age	Frequency	Percent
18-30 Years	23	19.3%
31-40 Years	31	26.1%
41-50 Years	40	33.6%
51 Years and above	25	21.1%
Total	119	100%

Source: Field Data (2024)

4.4.3 Distribution of Respondents by Level of Education

The study also explored the highest level of education attained by the respondents. The majority of participants (30.3%) had attained a degree level of education, 23.5% held a certificate, 22.7% held a diploma, and 3.0% had attained a master's degree or higher. This aligns with findings by Rotich (2021), indicating that while advanced degrees are common among public procurement authorities, their possession is not necessarily tied to the success of procurement activities.

Table 4: Distribution of Respondents by Level of Education

Level of Education	Frequency	Percent
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Certificate Level	28	23.5%
Diploma Level	27	22.7%
Degree Level	36	30.3%
Master Level	28	23.5%
Total	119	100%

Source: Field Data (2024)

4.4.4 Distribution of Respondents by Length of Service

The study also assessed the length of service of the respondents in decentralized governance structures. It was found that 28.6% had served between 6 and 8 years, 26.9% had served between 3 and 5 years, and 26.9% had served for less than 2 years. The smallest group, 17.6%, had served for 9 years or more. The findings are supported by Patron (2021), who emphasized that increased experience allows individuals to acquire advanced knowledge and skills, leading to improved performance.

Table 5: Distribution of Respondents by Length of Service

Length of Service	Frequency	Percent
0-2 Years	32	26.9%
3-5 Years	32	26.9%
6-8 Years	34	28.6%
9 Years and above	21	17.6%
Total	119	100%

Source: Field Data (2024)

4.4.5 Analysis of Performance Indicators in Ethical Procurement

The analysis of performance indicators for the devolved systems of government in Kenya regarding ethical procurement was conducted using a five-point Likert scale. The indicators assessed were Responsiveness, Customer Satisfaction, Quality, and Compliance Levels. Below is a detailed breakdown of the findings:

The responsiveness of the devolved systems showed a mean score of 4.00, indicating that a majority of respondents perceived a notable improvement in how promptly and effectively the procurement processes respond to needs and demands. The standard deviation of 0.93 reflects a relatively low variation in responses, suggesting consensus among respondents on this performance indicator. The minimum score was 2, while the maximum reached 5, highlighting that while most observed improvement, there were instances where some respondents felt responsiveness had decreased.

Customer satisfaction, with a mean of 3.85, indicates a generally positive sentiment towards the procurement processes in terms of meeting customer expectations. The standard deviation of 1.15 suggests a moderate spread in the data, implying some respondents had varying opinions on satisfaction levels. The minimum score recorded was 1, while the maximum was 5, suggesting that while many were satisfied, there were significant concerns among some participants.

The quality of procurement outputs achieved a mean score of 3.75, which indicates that respondents believe there has been a consistent level of quality maintained in the procurement processes. The standard deviation of 1.05 indicates some diversity in the responses, hinting that while many recognized quality, there were still notable differences in perception among respondents. The scores ranged from 1 to 5, revealing that while many observed quality improvement, there were still concerns about procurement quality.

Finally, compliance levels received a mean score of 3.55, suggesting a moderate agreement among respondents on the adherence to regulatory frameworks and standards within the procurement processes. The standard deviation of 0.95 illustrates a fairly consistent view but also highlights variability in how compliance is perceived. Scores varied from a minimum of 1 to a maximum of 5, indicating that while compliance is generally acknowledged, some respondents feel there are significant lapses.

Table 6: Analysis of Performance Indicators in Ethical Procurement

Performance Indicators	Min	Max	Mean	Standard Deviation
Responsiveness	1	5	3.44	1.17
Customer Satisfaction	1	5	3.69	1.16
Quality	1	5	3.5	1.06
Compliance Levels	1	5	3.75	1.25
Other	1	5	3.22	1.03

Source: Field Data (2024)

In summary, the analysis demonstrates that the devolved systems of government in Kenya generally show positive improvements in responsiveness, customer satisfaction, quality, and compliance levels in ethical procurement. However, the standard deviations across all indicators indicate varying perceptions, suggesting areas where enhancements can be made. These findings highlight the importance of continued focus on ethical practices to further improve these critical performance indicators in the procurement process. The implementation of effective strategies to address identified weaknesses could lead to enhanced overall performance and stakeholder satisfaction.

4.5 Descriptive Statistics

The study set out to investigate the influence of ethical procurement on the performance of devolved systems of government in Kenya. Four variables were conceptualized as components of ethical procurement in Kenya. These include Value for Money, Conflict of Interest, Fairness, and Respect for Regulations.

4.5.1 Value for Money

The first objective of the study was to assess the influence of Value for Money on the performance of devolved systems of government in Kenya. Respondents were asked to indicate the extent to which Value for Money influenced procurement performance in the devolved systems of government. Results indicated that a majority of respondents, 33%, agreed that it influenced procurement performance to a very great extent, while 19% said it was to a great extent, 30% said it was moderate, 11% said it was to a little extent, and 7% said not at all.

The results suggest that procurement activities in Kenya still suffer from neglect, lack of proper direction, poor coordination, bureaucratic delays, lack of open competition and transparency, differing levels of corruption, and a shortage of trained and qualified procurement specialists (Mburu & Njeru, 2014). The 2010 Corruption Perception Index ranked Kenya 139th out of 176 countries, with major procurement scandals including the cemetery, maize, Anglo-leasing, and Triton petroleum scandals, which involved the loss of billions of shillings through the procurement function (Kioko & Were, 2014).

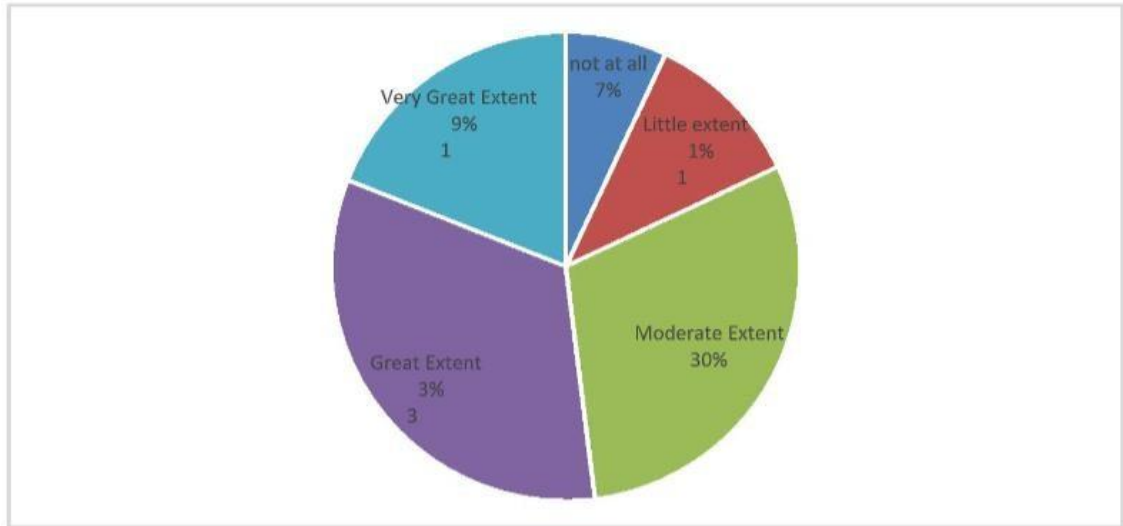


Figure 3: Value for Money

Source: Field Data (2024)

Respondents were also asked to comment on statements regarding the influence of Value for Money on procurement performance in the devolved system of government. The responses were rated on a Likert scale, with the results presented in Table 4.6. The scale ranged from 1 = Strongly Disagree to 5 = Strongly Agree. Scores of ‘strongly disagree’ and ‘disagree’ represent a statement not agreed upon (mean score of 0 to 2.5), while ‘neutral’ represents a statement moderately agreed upon (mean score of 2.6 to 3.4). Scores of ‘agree’ and ‘strongly agree’ represent a statement highly agreed upon (mean score of 3.5 to 5).

Results indicated that the majority of respondents, with a mean of 4.2, agreed with the statement that commercial considerations influence all county procurement. A standard deviation of 1.0 showed the variations in the responses. Similarly, most respondents agreed with the statement that the lowest total cost of ownership influences county purchases, with a mean of 3.8 and a standard deviation of 1.3. The findings show that

commercial considerations and cost ownership are significant factors in procurement performance.

The findings also indicated that 4.2 agreed that the procurement function promotes competition for opportunities, with a standard deviation of 0.9. This suggests that competition is a crucial element for effective procurement. On average, the results for statements on Value for Money showed a mean score of 3.8 and a standard deviation of 1.4, indicating a normal distribution of responses.

These findings align with Odundo (2021), who highlighted that practicing Value for Money in procurement can create opportunities for cost-cutting, enhancing overall performance.

Table 7: Value for Money

Statements	Mean	Standard Deviation
Commercial considerations influence all county procurement	4.2	1.0
Commercial considerations influence all procurement performance	3.6	1.3
The lowest total cost of ownership influences county purchases	3.8	1.3
The lowest total cost of ownership leads to better performance	3.3	1.4
The procurement function promotes competition for opportunities	4.2	0.9
Competition for procurement opportunities leads to better county performance	3.8	0.6
All tenders are publicly advertised for effective supply chain management	4.1	1.1
Advertising tenders publicly reduces our procurement operational costs	3.9	1.4
Average	3.8	1.4

Source: Field Data (2024)

4.5.2 Conflict of Interest

The second objective of the study was to investigate the influence of Conflict of Interest on procurement performance in the devolved systems of government in Kenya. Respondents were asked to indicate to what extent Conflict of Interest influenced procurement performance. Results indicated that the majority of respondents (37%) agreed that it influenced procurement performance to a very great extent, 33% said it was to a great extent, 19% said it was moderate, while 4% and 7% said it influenced procurement performance to a little extent and not at all, respectively.

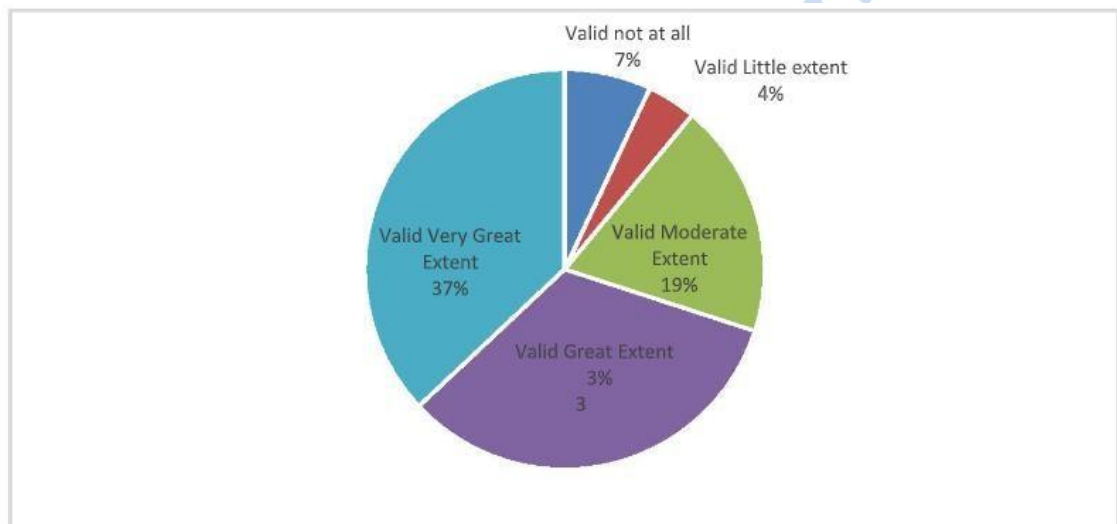


Figure 4: Conflict of Interest

Source: Field Data (2024)

Respondents were also asked to comment on statements regarding the influence of Conflict of Interest on procurement performance in devolved systems of government in Kenya. Results indicated that the majority of respondents, with a mean of 3.8, agreed that procurement professionals do not participate in activities where they are conflicted, with a variation of 1.2. A mean of 3.5 agreed that procurement professionals always fill a conflict-of-interest form, with a variation of 1.1. The respondents also agreed that

procurement professionals declare their interest always (mean of 3.7, variation of 1.0), and that declaration of interest reduces malpractices (mean of 3.5, variation of 1.0).

Results further showed that respondents agreed that staff members are prohibited from placing orders with firms that employ their relatives or friends (mean of 3.6, variation of 1.2), and that suppliers declare if they are related or not to any employee before engagement (mean of 3.5, variation of 1.3). The average mean for the Conflict of Interest statements was 3.6, with a standard deviation of 1.1, indicating that the distribution is normal.

These findings are consistent with Nyariki (2018), who advocated for organizations to embrace the declaration of conflicts of interest to avoid malpractices, which negatively affect procurement performance.

Table 8: Conflict of Interest

Statements	Mean	Standard Deviation
Procurement professionals do not participate in activities where they are conflicted	3.8	1.2
Procurement professionals always fill a conflict-of-interest form	3.5	1.1
Procurement professionals declare their interest always	3.7	1.0
Declaration of interest reduces malpractices	3.5	1.1
Staff members are prohibited from placing orders with firms employing relatives	3.6	1.2
Suppliers declare if related or not before engagement	3.5	1.3
Staff are prohibited from soliciting or accepting gifts	3.5	1.3
Staff who receive gifts must declare them to the CEO	3.4	1.4
Staff are informed on how to avoid being compromised	3.6	0.5
Average	3.6	1.1

Source: Field Data (2024)

4.5.3 Fairness

The third objective of the study was to determine how Fairness influenced procurement performance in devolved systems of government in Kenya. Results indicated that the majority of respondents (48%) agreed that it influenced procurement performance to a very great extent, while 45% said it was to a great extent. Only 2% said it was to a moderate or little extent, while 3% said it did not influence performance at all.

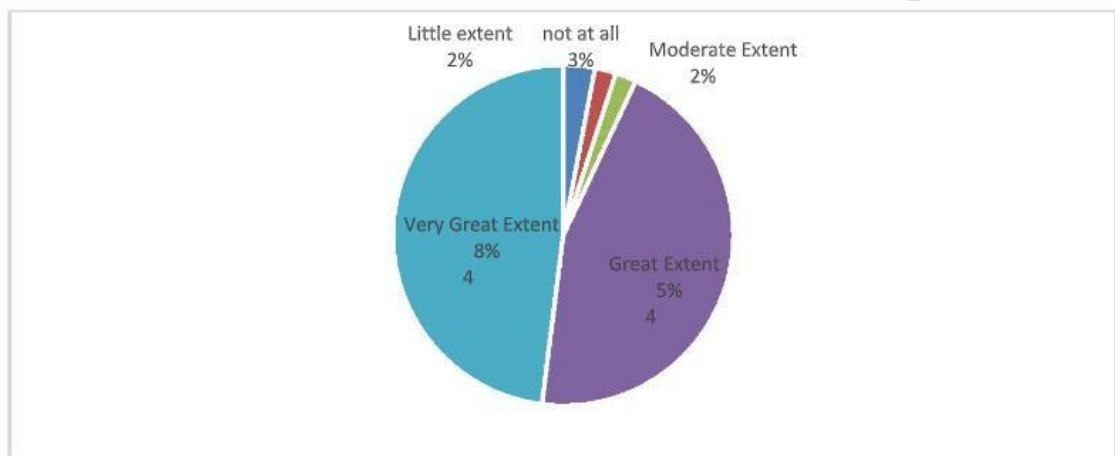


Figure 5: Fairness

Source: Field Data (2024)

Respondents were also asked to comment on statements regarding the influence of Fairness on procurement performance. The results indicated that a majority, with a mean of 4.0, agreed that locating and retrieving plays a significant role in improving timely delivery, with a standard deviation of 1.1. Similarly, a mean of 4.4 agreed that assembling and marshalling influence timely delivery (standard deviation of 1.3). The results also showed that repacking and labeling play a role in improving timely delivery (mean of 3.4, standard deviation of 0.8).

Fairness was also found to influence customer satisfaction, as indicated by respondents agreeing on the impact of locating and retrieving (mean of 3.4, standard deviation of 1.3)

and assembling and marshalling (mean of 3.7, standard deviation of 0.7) on customer satisfaction. The average for all statements on Fairness was 3.6, with a standard deviation of 1.2, indicating that Fairness plays a role in improving procurement performance.

Table 9: Fairness

Statements	Mean	Standard Deviation
All procurement opportunities are in the public procurement portal	4.0	1.1
Having all procurement opportunities in the portal builds supplier trust	4.1	1.3
Merit is the only consideration for supplier selection	3.4	0.8
Merit-based selection promotes accountability	4.1	1.0
Staff resist political pressure in decision-making	3.7	0.7
Decision-making without political pressure leads to inclusive procurement	3.2	1.2
Opening procurement to public scrutiny improves performance	3.6	1.3
Adoption of fairness in procurement makes it effective and efficient	3.6	1.1
Average	3.6	1.2

Source: Field Data (2024)

4.5.4 Respect for Regulations

The study aimed to establish how Respect for Regulations influences procurement performance in the devolved systems of government in Kenya. The findings indicated that a majority of respondents (30%) indicated that the performance of the devolved system was not influenced by regulations at all. Meanwhile, 35% indicated that it was influenced to a moderate extent, 10% to a great extent, 3% to a very great extent, and 2% to a little extent.

Table 10: Respect for Regulations

Extent	Percentage
Not at all	30%
Little Extent	2%
Moderate Extent	35%
Great Extent	10%
Very Great Extent	3%

Source: Field Data (2024)

Respondents were also asked to comment on specific statements regarding the influence of Respect for Regulations on procurement performance. The results indicated that the majority of respondents agreed that staff understanding of procurement laws and regulations was important for achieving efficiency and effectiveness. However, the mean score for this statement was 2.8, with a standard deviation of 1.4, indicating that most respondents did not understand the procurement laws and regulations to a great extent. This could be attributed to the fact that procurement laws had been amended a few years ago and may not have been fully internalized by many of the staff in their daily work.

Results also showed that the majority of respondents agreed on the statement that knowledge of staff on procurement laws and regulations helps improve procurement performance significantly. The mean for this statement was 3.3, and the standard deviation for the variation in the responses was 1.4.

Respondents agreed that all staff strictly adhere to the code of ethics, with a mean score of 3.3 and a standard deviation of 1.1. They also agreed that adherence to the code of ethics helps improve procurement performance significantly, with a mean score of 4.2 and a standard deviation of 0.9.

The results further indicated that respondents agreed that both internal and external procurement compliance audits are undertaken as per public finance guidelines, with a mean score of 4.1 and a standard deviation of 1.2. They also agreed that undertaking these audits helps improve procurement performance in the county, with a mean score of 4.3 and a standard deviation of 0.7.

Respondents agreed that respect for regulations leads to improvements in procurement performance, with a mean score of 4.4 and a standard deviation of 0.8. Moreover, respondents agreed that staff involved in procurement are occasionally trained on procurement laws and regulations, with a mean score of 4.4 and a standard deviation of 1.6. Training staff on procurement laws and regulations has led to procurement efficiency, as indicated by a mean score of 4.0 and a standard deviation of 1.6.

The average mean for the statements on respect for regulations was 4.0, with a standard deviation of 0.9, indicating that respect for regulations plays a significant role in improving procurement performance. These results imply that organizations benefit greatly when respect for regulations is embraced, helping to reduce legal challenges and streamline procurement management, as supported by Mwenda (2020).

Table 4.9: Respect for Regulations

Statements	N	Mean	Standard Deviation
Staff understand what the procurement laws and regulations undertake to achieve	119	2.8	1.4
Knowledge of staff on procurement laws and regulations helps in improving procurement performance	119	3.3	1.4
All staff strictly adhere to the code of ethics	119	3.3	1.1
Adherence to the code of ethics by staff helps improve procurement performance significantly	119	4.2	0.9
We undertake both internal and external procurement compliance audits as per public finance guidelines	119	4.1	1.2

Undertaking both internal and external procurement compliance audits helps improve procurement performance	119	4.3	0.7
Respect for regulations leads to improvements in procurement performance	119	4.4	0.8
All staff involved in procurement are occasionally trained on procurement laws and regulations	119	4.4	1.6
Training staff on procurement laws and regulations has led to procurement efficiency	119	4.0	1.6
Average	119	4.0	0.9

Source: Field Data (2024)

4.6 Correlation Analysis

Correlation analysis was used to determine both the significance and degree of association of the variables and also predict the level of variation in the dependent variable caused by the independent variables. The correlation technique is used to analyze the degree of association between two variables. The results of the correlation analysis are summarized in **Table 4.10**.

Table 4.10: Summary of Correlations

	Value for Money	Conflict of Interest	Fairness	Respect for Regulations	Procurement Performance
Value for Money	1				
Conflict of Interest	.289**	1			
Fairness	.368**	.344**	1		
Respect for Regulations	.352**	.457**	.520**	1	
Procurement Performance	.479**	.323**	.628**	.676**	1

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

Source: Field Data (2024)

The correlation summary shown in **Table 4.10** indicates that the associations between each of the independent variables and the dependent variable were all significant at the 95% confidence level. The correlation analysis to determine the influence of ethical procurement on procurement performance of devolved systems of government in Kenya used Pearson Correlation Coefficient, which was computed and tested at a 5% significance level.

The results indicate that there is a positive relationship ($r=0.479$) between **Value for Money** and procurement performance of devolved systems of government in Kenya. The relationship was found to be statistically significant at the 5% level ($p=0.000, <0.05$).

The results also indicate a positive relationship ($r=0.323$) between **Conflict of Interest** and procurement performance of devolved systems of government. The relationship was also statistically significant at the 5% level ($p=0.000, <0.05$).

The correlation analysis revealed a positive relationship ($r=0.628$) between **Fairness** and procurement performance of devolved systems of government. This relationship was also statistically significant ($p=0.000, <0.05$).

Finally, the results indicate a positive relationship ($r=0.676$) between **Respect for Regulations** and procurement performance of devolved systems of government. This relationship was statistically significant at the 5% level ($p=0.000, <0.05$).

The findings suggest that all the independent variables can explain changes in the procurement performance of devolved systems of government. The results are consistent with findings by Ndolo and Njagi (2014), who found that more ethical procurement practices lead to better procurement effectiveness and organizational performance. Similarly, Kabubu, Huho, and Kyalo (2015) found a strong and positive correlation

between ethics and procurement processes, with Pearson’s correlation coefficient of $r=0.732$ at a 5% significance level.

4.7 Regression Analysis

Multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and the independent variables pooled together. The regression analysis sought to find the proportion of the dependent variable (procurement performance of devolved systems of government) predicted by the independent variables (Value for Money, Conflict of Interest, Fairness, and Respect for Regulations).

Table 4.11 presents the regression coefficients of independent variables against the dependent variable. The results of the regression analysis revealed a significant positive relationship between the dependent variable (procurement performance) and the independent variables. The independent variables reported an R value of .775, indicating a strong relationship between the dependent and independent variables. The R square value of 0.60 means that 60% of the variation in procurement performance can be explained by Value for Money, Conflict of Interest, Fairness, and Respect for Regulations.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775a	.60	.586	.16769

- **Predictors:** (Constant), Value for Money, Conflict of Interest, Fairness, and Respect for Regulations
- **Dependent Variable:** Procurement Performance

Table 4.12: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
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Regression	42.749	4	3.206	42.749	.000	b
Residual	4.809	114	1.202			
Total	8.014	118				

Source: Field Data (2024)

The significance value is **0.000**, which is less than 0.05, indicating that the model is statistically significant in predicting how the independent variables influence procurement performance. The **F calculated** value is **42.749**, which is greater than the **F critical value** of **26.80**, showing that the overall model was significant.

Table 11: Coefficients of Determination

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	2.44		12.317	0.000
Value for Money	0.146	0.033	4.662	0.000
Conflict of Interest	0.03	0.024	3.270	0.030
Fairness	0.11	0.045	6.081	0.020
Respect for Regulations	0.215	0.062	6.921	0.000

Source: Field Data (2024)

The regression model is:

$$Y = 2.44 + 0.146X_1 + 0.03X_2 + 0.11X_3 + 0.215X_4 + \varepsilon$$

Where:

- Y = Procurement Performance in the Government Ministries
- X_1 = Value for Money
- X_2 = Conflict of Interest
- X_3 = Fairness
- X_4 = Respect for Regulations
- ε = Error Term at 95% confidence level

The regression equation shows that taking all other independent variables at zero, a unit increase in Value for Money will lead to a 0.146 increase in procurement performance. Similarly, a unit increase in Conflict of Interest will result in a 0.03 increase in performance, while a unit increase in Fairness and Respect for Regulations will lead to increases of 0.11 and 0.215, respectively. All relationships were statistically significant ($p < 0.05$).

These findings demonstrate that all independent variables contribute positively to the procurement performance of devolved systems of government, with Respect for Regulations having the most significant impact. This is in line with Mbae (2014), who noted that adherence to procurement laws significantly affects procurement performance.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a comprehensive summary of the study's findings, drawing conclusions from the data and discussing the broader implications. It also offers key recommendations based on the study results and outlines areas for future research. The main objective of the study was to investigate the influence of ethical procurement practices on the performance of devolved systems of government in Kenya. Specifically, the study aimed to assess the impact of four main variables: Value for Money, Conflict of Interest, Fairness, and Respect for Regulations, on procurement performance in government ministries.

5.2 Summary of Findings

The study aimed to determine how ethical procurement influences procurement performance in devolved systems of government in Kenya. The target respondents were

staff members involved in procurement, Information Technology, and finance within the devolved systems of government. A total of 119 employees participated in the study. The findings are summarized below, organized according to the research objectives stated in chapter one.

5.2.1 Value for Money

The first objective of the study was to assess the influence of Value for Money on procurement performance in devolved systems of government in Kenya. A significant majority of respondents strongly agreed that their procurement management practices emphasized Value for Money. The counties commonly focused on ensuring the lowest total cost of ownership when engaging suppliers. The principle of open competition and publicity in procurement processes was also evident, with counties regularly advertising their tenders to ensure transparency. Correlation and regression analysis confirmed that Value for Money was a critical factor in enhancing procurement performance in devolved systems of government.

5.2.2 Conflict of Interest

The second objective was to explore the influence of Conflict of Interest on procurement performance. The findings indicated that most respondents agreed that devolved systems of government have adopted measures to address Conflict of Interest. Employees were required to declare any potential conflicts, such as having personal relationships with suppliers. Strict policies were in place to ensure that employees did not place orders with suppliers where they had personal interests. Additionally, there were mechanisms to inform staff of potential conflicts and deter unethical behavior. The correlation and regression analyses demonstrated that Conflict of Interest had a significant but smaller impact on procurement performance compared to other factors.

5.2.3 Fairness

The third objective focused on the influence of Fairness on procurement performance. Respondents indicated strong support for Fairness in procurement practices, with most procurement opportunities being publicly available through a government procurement portal. This transparency increased trust among suppliers and the public. Merit was the primary criterion for supplier selection, and there was a strong emphasis on ensuring that political pressure did not influence procurement decisions. These practices promoted accountability and integrity within the procurement process. The correlation and regression results showed that Fairness had a positive impact on procurement performance.

5.2.4 Respect for Regulations

The fourth objective of the study was to evaluate the influence of Respect for Regulations on procurement performance in devolved systems of government. The study revealed that devolved systems adhered strictly to procurement laws and regulations. Both internal and external audits were conducted regularly to ensure compliance with public finance guidelines. Training on procurement laws and regulations was also provided to procurement staff to enhance their understanding and application of the law, contributing to better procurement performance. The results from the correlation and regression analyses showed that Respect for Regulations was the most significant factor in improving procurement performance.

5.2.5 Moderating Effect of Information Technology

The study also aimed to assess the moderating effect of Information Technology on the relationship between ethical procurement practices and procurement performance. However, due to incomplete responses from participants on this topic, the study could

not draw definitive conclusions regarding the role of Information Technology in enhancing procurement processes in devolved systems of government.

5.3 Conclusion of the Study

Based on the findings, the study concludes that the implementation of ethical procurement practices significantly enhances procurement performance in devolved systems of government. The study identified four key ethical procurement practices—Value for Money, Conflict of Interest, Fairness, and Respect for Regulations—that positively influence procurement outcomes. Below are specific conclusions based on the regression results:

1. The study found that Respect for Regulations had the strongest influence on procurement performance, with a regression coefficient of **0.215**. This indicates that adherence to procurement laws and regulations is critical to improving procurement performance in devolved systems of government.
2. With a regression coefficient of **0.146**, Value for Money was also a significant factor in influencing procurement performance. Devolved systems that prioritize total cost ownership and seek cost-effective procurement solutions are likely to see enhanced performance.
3. Fairness in procurement, with a regression coefficient of **0.11**, was shown to positively influence procurement performance. By promoting transparency, merit-based supplier selection, and minimizing political interference, devolved systems can improve procurement effectiveness.
4. Conflict of Interest had the lowest regression coefficient at **0.03**, indicating that while it plays a role in procurement performance, its influence is smaller

compared to the other factors. Nevertheless, effective policies to mitigate conflicts of interest are essential to maintaining ethical procurement practices.

In conclusion, the study suggests that ethical procurement practices, particularly Respect for Regulations, significantly contribute to better procurement performance. However, the low response regarding Information Technology suggests a lack of prioritization of technology in procurement management, which could be an area for improvement.

5.4 Recommendations of the Study

1. Devolved systems of government should continue to emphasize commercial considerations when identifying procurement needs. They should also adopt a more comprehensive approach to evaluating the total cost of ownership, ensuring that long-term costs, such as maintenance and disposal, are factored into procurement decisions. The engagement of procurement experts and the implementation of risk management practices could further enhance Value for Money in procurement activities.
2. To mitigate the risk of conflicts of interest, devolved systems of government should invest in policies and practices that promote transparency and accountability. This includes regular training for employees on how to recognize and declare potential conflicts of interest and a robust system for monitoring compliance. Reward and punishment systems should be consistently applied to encourage ethical behavior.
3. The study recommends the adoption of open contracting platforms, where suppliers can monitor the tendering process and submit feedback. This would improve efficiency and trust in the procurement system. Additionally, merit-based supplier selection should be rigorously enforced, and political pressure should be resisted to maintain the integrity of the procurement process.

4. Devolved systems should regularly audit their procurement processes to ensure compliance with relevant laws and regulations. Continuous training for procurement staff on legal requirements is essential for fostering a culture of compliance and enhancing procurement performance.
5. Although the study did not provide conclusive findings on the moderating effect of Information Technology, it is recommended that devolved systems of government invest in modern procurement technologies to streamline procurement processes, increase transparency, and improve efficiency. Adopting e-procurement systems could lead to significant improvements in procurement performance.

5.5 Areas for Further Research

The study makes a valuable contribution to understanding ethical procurement in Kenya's devolved systems of government, but it also highlights several areas for further research:

1. Future studies could explore additional factors influencing procurement performance that were not covered in this study, such as the role of political interference or organizational culture.
2. Similar studies should be conducted in other countries and different sectors to determine if the findings of this research can be generalized to other contexts.
3. Research should focus on the role of Information Technology in procurement, especially how technological innovations could enhance procurement efficiency and effectiveness in devolved systems of government.
4. The moderating effect of organizational leadership on ethical procurement practices and procurement performance could also be a topic for future research, as leadership plays a critical role in enforcing procurement policies.

Ethical procurement practices—Value for Money, Conflict of Interest, Fairness, and

Respect for Regulations—are essential for enhancing procurement performance in Kenya's devolved systems of government. However, to fully realize the potential benefits, further research is needed, particularly in the areas of technology adoption and organizational leadership.



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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I hope this letter finds you well. My name is Mohamed Dakane Elmoge, and I am a student at Mount Kenya University pursuing a Master of Science Degree in Procurement and Supplies Management. As part of the requirements for the completion of my degree, I am conducting a research study titled “**Ethical Procurement and Performance of Devolved Systems of Government in Wajir County, Kenya.**”

Your participation in this study is highly valued, and I kindly request you to take a few moments of your time to respond to the items in the attached questionnaire. Your responses will greatly contribute to the success of this research and enhance understanding of ethical procurement in Wajir County.

Please note that all information you provide will be used exclusively for academic purposes and will be treated with the utmost confidentiality. Your identity and responses will remain anonymous, and your participation is entirely voluntary.

Thank you for your time and cooperation in making this research a success.

Yours Faithfully,

Mohamed Dakane Elmoge

Master of Science in Procurement and Supplies Management

Mount Kenya University

Contact: +254720344959

Email: dmohamed@gmail.com

Appendix II: Consent Form for Respondent

You are kindly requested to participate in a study titled: Ethical Procurement and Performance of Devolved Systems of Government in Kenya. You have been selected as a respondent, and your consent is key to the success of this study. Please read the statements below carefully. If you agree, acknowledge your understanding and willingness to participate by signing at the end of the form.

1. Participation in this study is voluntary. You have the right to choose whether or not to participate.
2. You can withdraw from the study at any point, even after agreeing to participate, and you may decline to answer any questions. There will be no consequences for withdrawing.
3. The purpose of this data collection has been clarified to be solely for academic purposes, focusing on the subject matter: **Ethical Procurement and Performance of Wajir County Government in Kenya**. You had the opportunity to ask for further clarification.
4. Any use of the collected data for purposes other than those stated will require your consent, which you can choose to grant or decline.
5. There are no direct benefits promised or attached to this data collection that influenced your decision to participate.
6. The data collected will be treated with utmost confidentiality, with strong data protection measures in place to ensure your privacy.
7. Your personal details and identity will be anonymized in the research report, using codes to ensure no personal information is revealed.

8. Your opinions and answers provided, without identifying you, may be cited in platforms such as conferences, journal publications, or thesis reports (in both soft and hard copy formats).
9. Any potential risks affecting you or any other respondents should be reported to the researcher, who can escalate the matter to the relevant authorities.
10. Once this consent form is duly filled and signed, it will be the sole property of Mount Kenya University. You will have the right to access it by requesting from the Directorate of Graduate Studies.
11. Once the research findings are published, you have the right to access the results just like any other individual, as part of knowledge dissemination.
12. For any further clarifications, you may contact the researcher: **Darkane Mohamed Elmoge**, Phone: +254720344959, Email: **dmohamed@gmail.com**.
13. Should you have any complaints or wish to share information, you can contact the university's **Ethics Review Committee (ERC)**, Mount Kenya University, P.O. Box 342 – 0100 Thika, Kenya.

I, _____, declare that I have read, understood, and voluntarily agree to participate in this study without any persuasion, providing informed consent to the research.

Signature (Participant): _____

Date: _____

Acknowledged/Witnessed by the Researcher:

Signature: _____

Date: _____

Appendix III: Questionnaire

Section A: General Information

1. Kindly indicate your gender:
 - a) Male []
 - b) Female []

2. Please indicate the highest level of education you have attained:
 - a) Secondary level []
 - b) College level []
 - c) University level []
 - d) Postgraduate level []

3. Kindly indicate the number of employees who work under you in the county government supply chain:
 - a) Less than 10 []
 - b) 11-49 []
 - c) Over 50 []

Section B: Ethical Procurement in the County Procurement Management

4. To what extent have the following ethical procurement practices been implemented in your county?
Use 1-Very low extent, 2-Low extent, 3-Moderate extent, 4-Great Extent, 5Very great Extent

Ethical Procurement Practices	1	2	3	4	5
Value for Money					
Conflict of Interest					
Fairness					
Respect for Regulations					
Any other (Please specify):					

Section C: Ethical Procurement and Performance of County Government

5. Please tick (√) the number that best reflects your opinion on the influence of ethical procurement on the performance of the devolved systems of government. Use **1 = Strongly Disagree (SD)**, **2 = Disagree (D)**, **3 = Neutral (N)**, **4 = Agree (A)**, **5 = Strongly Agree (SA)**

Procurement Ethics	1	2	3	4	5
Commercial considerations influence procurement decisions					
The lowest total cost of ownership influences the county purchases					
The procurement function promotes competition for opportunities					
All tenders are publicly advertised					

Conflict of Interest

Statements	1	2	3	4	5
Procurement professionals do not participate in activities where they are conflicted					
Procurement professionals declare their interest always					
Staff are prohibited from placing orders with firms that employ their relatives or friends					
Staff are prohibited from soliciting or accepting gifts					

Fairness

Statements	1	2	3	4	5
All procurement opportunities are listed in the public procurement portal					
Merit is the only consideration for supplier selection					
Resisting any form of political pressure in decision-making					
The procurement process is open to public scrutiny					

Respect for Regulations

Statements	1	2	3	4	5
Staff understand the procurement laws and regulations					
All staff strictly adhere to the code of ethics					
Internal and external procurement audits are conducted regularly					

Section D: Performance of County Government

6. Using the Likert scale 1-5, rate the performance of the devolved systems of government before and after implementing ethical procurement.

Performance Indicators	Greatly Improved (5)	Improved (4)	Constant (3)	Reduced (2)	Greatly Reduced (1)
Responsiveness					
Customer Satisfaction					
Quality					
Compliance Levels					
Any other (Please specify):					

Appendix IV: ERC Approval



REF: MKU/ISERC/4481

Date: 09 October 2024

TO: MOHAMED DAKANE ELMOGE

REG: MPSM/2022/56220

Dear Sir/Madam,

RE: ETHICAL PROCUREMENT AND PERFORMANCE OF WAJIR COUNTY GOVERNMENT IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3203**. The approval period is **09/10/2024 - 08/10/2025**.

This approval is subject to compliance with the following requirements:

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

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

Yours sincerely,




Dr. Alfred Owino, PhD

Chairman, Mount Kenya University ISERC



Appendix V: Letter of Introduction


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPSM/2022/56220

11th October, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: MOHAMED DAKANE ELMOGE- REGISTRATION NO. MPSM/2022/56220


The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Procurement and Supplies Management** in the **Department of Management** in the school of **Business and Economics**

The title of the research is **"Ethical Procurement and Performance of Wajir County Government in Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024.**

Any assistance accorded to the student will be highly appreciated.


Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.



Mount Kenya University
P.O. Box 342 - 01000 THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200

Appendix VI: Research Permit from NACOSTI



REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation




**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **395584**

Date of Issue: **15/October/2024**


RESEARCH LICENSE



This is to Certify that Mr. MOHAMED DAKANE ELMOQE of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Wajir on the topic: ETHICAL PROCUREMENT AND PERFORMANCE OF WAJIR COUNTY GOVERNMENT IN KENYA for the period ending: 15/October/2025.


License No: **NACOSTI/P/24/41260**

Applicant Identification Number
395584



Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VII: Research Authorization

**COUNTY GOVERNMENT OF WAJIR
DEPARTMENT OF FINANCE AND ECONOMIC PLANING**

wajircrh@gmail.com
When replying, please
Quote our Ref & Date



Director supply chain management
P O Box 9 – 70200
WAJIR

WCG/SUPP/VOL. IV (36)/24

Date: 15/10/2024

TO
ALL
THE COUNTY CHIEF OFFICER
WAJIR COUNTY
P.O.BOX 9,70200
WAJIR

Dear sir,

RE: RESEARCH AUTHORIZATION


Reference is made to a research license from National Commission for science, technology & innovation license no NACOSTI/P/24/41260 Dated 15th OCTOBER 2024 On the above subject matter.

Mr. Mohamed Dakane Elmoge is hereby authorized to conduct research on the topic" ETHICAL PROCUREMENT AND PERFORMANCE OF WAJIR COUNTY GOVERNMENT IN KENYA "For the periods ending 15th October 2025

This is therefore to request you to give him the necessary to enable him conduct the research within your departments.

Thank you for your continued support

Yours faithfully


ABDI ABDULKADIR HASSAN
DIRECTOR SUPPLY CHAIN MANAGEMENT
WAJIR COUNTY GOVERNMENT



CC:

➤ ELMOGE

Appendix VIII: Similarity Index

MOHAMED DAKANE

ETHICAL PROCUREMENT AND PERFORMANCE OF WAJIR COUNTY GOVERNMENT IN KENYA

PROJECT
MASTERS
Mount Kenya University

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