

Determinants of Effective Procurement Ethical Practices in Kenya, a Survey of West Pokot County

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Abstract: The study focused on investigating the determinants of effective procurement ethical practices in Kenya, West Pokot County. Ethical behavior supports openness and accountability in procurement with the result that suppliers have confidence in participating in the Government marketplace. Many procurement activities still suffer from neglect, lack of proper direction, poor co-ordination, slow with a lot of bureaucracy, lack of open competition and transparency, differing levels of corruption and not having a cadre of trained and qualified procurement specialists who are competent to conduct and manage the procurement process. Therefore, the study specifically targets to find out the effect of management commitment on enhancing effectiveness of ethical practices in West Pokot County. To conduct the study, a descriptive survey design was adopted where a questionnaire will be the major data collection tool. The target population comprised of all 58 employees stationed at both the accounting/finance and procurement departments of West Pokot County government. The study adopted a descriptive and inferential statistics to analyze data which involved computation of means and standard deviation for purposes of generalizing the opinions of the respondents. Further, Karl Pearson correlation was employed to test the relationship between independent variables and the dependent variable. Consequently, Regression analysis was conducted to test the influence of all the independent variables on the dependent variable. The findings of the study sought to provide a comprehensive insight into the determinants of effective implementation of ethical practices in procurement procedures in West Pokot County. The study is of great significance to all county governments in Kenya since its recommendation will assist County governments to overcome the major challenges that hinder effective implementation of procurement ethical practices.

Keywords: Management Commitment, Effectiveness, Ethical Practices.

1. INTRODUCTION

Ethics are the moral principles or values that guide officials in all aspects of their work. Ethical behavior encompasses the concepts of 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 with the result that suppliers have confidence in participating in the Government marketplace. It also reduces the cost of managing risks and enhanced 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).

Most of the determinants of public codes of ethics belong to internal determinants of which in the public sector comprise philosophy; labour environment; leadership responsibility (including politicians); employer responsibility; and equality. This area sets the framework for the ways in which one is expected to deal when one works with colleagues within the organization. It is a set of principles by which one should try to maximize one's involvement. It provides guidelines for one's responsibilities as an employee and/or as a manager and/or as a leader. The focus is on developing all staff equally in order to achieve their maximum potential with regard to the fact that people have different needs and wants from their work lives (Göran & Greg, 2004). The involvement includes the public, comprises the private corporate and citizen sectors. In these areas, the focus is upon such items as "citizens as a focus", "supplier relations", "treat outside publics as ourselves", "freedom of information", "protect the natural environment", "interaction with all publics" and "sponsorship". The aim is to delineate for staff the expected types of behaviours when interacting with those individuals outside of the organization (Göran & Greg, 2004).

As public organizations are subject to much more public scrutiny than private organizations, the need for a code of ethics may be seen to be less pressing. The emergence of administrative reform has created pressures on public organizations to become more cost-effective, more cost-efficient, more commercial, more competitive, more market oriented, more business-like, which raises the issue of ethical versus unethical behaviour by public sector organizations. Traditionally, the existing political and administrative scrutiny mechanisms in place for public sector organizations have been presumed to be sufficient to curb or discourage such behaviour. Yet, as this transition to a more market-focused public sector occurs, then so could one expect the evolution of business ethics practices in this sector: practices that one could speculate would tend to imitate those practices observed in the private sector of business. If the activities of the public sector are tending to be predicated more on the activities of the private sector, then as well one could surmise that there may be a tendency towards congruence in their ethical artifacts (Göran & Greg, 2004).

Scandals involving public officials regarding unethical conduct have recently earned attention of governments around the world. According to Manyaka and Sebola (2013), unethical conduct by public officials has provoked a widespread global discourse on good governance that is underpinned by a call for governments to be more proactive in the fight against corruption.

Business ethics is a subject that recently has been thrust into prominence in industrialized economies around the world, due to the revelations of the practices of some of the major corporations operating within the USA (De George, 2007). One of the first indicators that a company is beginning to focus on ethical behavior is to establish a code of ethics. It is the artifact that announces to all, an interest in business ethics by a corporation. To this effect, numerous writers have proposed the notion that a code of ethics should exist as a means of enhancing the ethical environment of an organization (Adams, Tashchian & Stone, 2009).

Unethical practices involve public officials unlawfully enriching themselves and /or those close to them by misusing the public procurement trust bestowed on them (Basheka & Tumutegyeize, 2010). The World Bank (2010) indicates that many countries are yet to develop procedural frameworks to tackle the integrity issues in public procurement (OECD, 2007). According to Ferrell and Ferrell (2010), widespread and highly visible organizational misconduct and scandals such as Enron, WorldCom in the United States and in Europe, Parmalat (Italy), and Royal Ahold (Netherlands) have plagued global businesses and have served to highlight the need for ethical practices in both the public and private sectors.

Ethics in Public procurement provide advice and guidance to buying organizations on how to develop ethical purchasing practices in their supply chains (Arkingstall, 1994). Although intended primarily for buyers, this guidance applies equally to anyone who has responsibility for managing the supply of goods or services from an external source. It has become essential for public organizations to have an ethical policy or code of conduct in procurement functions (Armstrong and Sweeney 2004). The Chartered Institute of Purchasing and Supply (CIPS) believes that public entities should universally apply the practice set out (as laws, regulations, policies and procedures) and should encourage all cadre of organizations to include good ethical business practices in all areas of their work. In this case, organizations should also involve all stakeholders in this process. It is vital that organization's management visibly endorses procurement ethical policy across the globe.

In most developing countries, unethical conduct by public officials has provoked a widespread global discourse on good governance that is underpinned by a call for governments to be more proactive in the fight against corruption (Manyaka & Sebola, 2013). In order to give effect to the promotion of ethical conduct in the public service, African governments have

enacted various pieces of legislation. However, despite sound and comprehensive legislative and policy framework for combating corruption and institutionalising professional behaviour and conduct; academics and members of the public continue to raise concerns about unethical conduct in the African Countries public sector in general (Manyaka & Sebola, 2013; Manyaka & Nkuna, 2014).

In Africa, countries underscore the importance of ensuring ethical standards are maintained in public procurement processes. This view is upheld by Basheka and Tumutegereize (2010) who state that in most African countries procurement of goods, services and works required by government departments consumes a considerable part of government resources. Without clear ethical standards enabling governments and citizens to engage in a mutually responsive way, the vast resources channeled through public procurement systems run the danger of increased unethical practices and misuse of funds (Jeppesen, 2010). According to the World Bank (2010), unethical practices gnaw away Africa's resources and undermine development.

Procurement is the nerve center of performance in every institution, whether public or private and thus needs a tight system to be followed and adopted. The implementation of the procurement Act 2015 and the subsequent regulations and guideline have faced many challenges in many public institutions in Kenya (Nyakundi, E., Kombo, C., Omari, R., Mongare, O. 2012). Many procurement activities still suffer from neglect, lack of proper direction, poor co-ordination, slow with a lot of bureaucracy, lack of open competition and transparency, differing levels of corruption and not having a cadre of trained and qualified procurement specialists who are competent to conduct and manage the procurement process in a professional, timely and cost effective manner (Mburu, S. Njeru, A. 2014). According to corruption perception index (2010) Kenya is ranked 139th out of 176 with the least corrupt countries at the top. Some of the major scandals witnessed in Kenya history include; cemetery, maize, Anglo-leasing and Triton petroleum where billions of shillings were lost through the procurement function (Kioko J. N., Were S. 2014). Effective procurement process is one in which efforts are made at all times to have a transparent and corruption free process and use of good practices (Ombaka, 2003).

In Kenya, out of the 47 Counties, only 15% have made significant efforts in implementing procurement ethical practices. In the rest 85%, much awareness has not been created on the importance of procurement ethics (George, 2015). Adherence to procurement ethical practices and compliance programs can help County governments to avoid inefficient procurement practices and poor corporate image that results from procurement ethical scandals such as exaggeration of total cost of acquisition, procurement of low quality goods and low level of procurement regulations. Further, Public sector organizations that have attempted to embrace procurement ethical practices are constantly hindered by various factors that have not been adequately explored. Therefore this study sought to investigate the determinants of effective ethical practices in West Pokot County. West Pokot is comprised of four major sub-counties including North Pokot, West Pokot, Central Pokot, and Pokot South. The specific objective of the study was to establish the effect of management commitment on effective procurement ethical practices in West Pokot County

2. EFFECT OF MANAGEMENT COMMITMENT ON EFFECTIVE PROCUREMENT ETHICAL PRACTICES IN WEST POKOT COUNTY

Landman (2005) there are five components of an organizational adoption of ethical behaviour program, one of which is directly related to leadership is that of commitment. The principle advocates that the leadership of the organization should accept responsibility for, and custodianship of the ethics initiative. Landman (2005) argues that an ethical person is not necessarily an effective ethical leader. Ethical leadership should be consciously cultivated and should model responsible conduct to promote ethical behaviour in public service organisations. For any ethical initiatives to achieve their objectives there is need for a good example to be set as it is essential to the credibility of the exercise.

According to the United Nations (2001) it is the responsibility of management both to institute preventive measures and to provide oversight mechanisms to combat and manage the incidence of corruption on the job. That responsibility belongs to the leadership or every single ministry, department, agency or organization within the public services. Chapter Six in The Constitution of Kenya 2010 requires public leaders to promote and maintain high standards of professional ethics. Legally and ethically, public leaders are invariably bound by the Constitution to advance the identified rights of the public. Section 232 (1) requires high standards of professional ethics from public service employees. Understanding and implementing the guiding principles for public administration as reflected in the Constitution, is an imperative for any public leader concerned with the interests and protection of the public.

Management commitment influences employee perception in ways that directly affects the employee's attitude and organizational effectiveness (Bohlander & Kinicki, 1988). High levels of management commitment can be enhanced by managers, being considered a valuable member of an organization and having promises fulfilled by the organization are strengths of commitment (Buchanan, 1975). A committed leadership willing and able to drive the desired change within the organization and one that can reduce fear and anxiety gives confidence and morale to the employees and hence improving organizational performance (Iqbal, 2010). Having leaders who are committed is very crucial in forging a common vision marshalling all resources in pursuit of that vision as well as ensuring commitment to the vision from across the organizational functions and departments (Chawla & Renesch, 2006)

Dorasamy (2010) the effective and efficient delivery of public services can be identified as the underlying purpose of any public institution. Leadership through action must contribute to this goal or purpose so that all employees in the organization can competently and ethically pursue service delivery excellence. Bennis (1997) views this as the essential difference between leadership and management. Leadership focuses on doing the right things while management refers to merely doing things right. Leadership needs to direct the behaviour of others toward the accomplishment of the organization's purpose. There is a growing trend toward leadership based on ethics of excellence associated with truthfulness, accountability and objectivity (Keen, 2001). It is leadership based on character and competence rather than position. Strong top management commitment to and communication about values and ethical conduct is a core element of ethical leadership from the top of the organization (Trevino, L. K. and Brown, M (2004). Ethical leadership is essential to managers and employees at all levels of the enterprise when they are faced with difficult ethical decisions and moral conflicts. Codes of conduct alone can seldom be sufficient for managers to come to good decisions unless they are supported by these other aspects of the organization. Organizations with these types of ethically based approaches also focus on development for both employees and the organization as a whole, which means valuing individuals as ends, not as means to ends (a key ethical principle), and focusing on learning and growth. Such approaches also encourage dialogue and related freedom of expression with a commitment to seek common ground when there are differences of opinion.

Ethical leaders can also foster the capacity of others and themselves to take multiple perspectives simultaneously in other words, to move toward post conventional levels of reasoning so that they can understand other points of view and make better decisions. According to Waddock, S., (2012), managers in both large and small enterprises face difficult ethical situations daily as they attempt to do their jobs. Since management decisions inherently involve ethical considerations, however, it is important that managers recognize the ethical elements that are embedded in their day-to-day job functions. They need to be able to reason through ethical decisions, just as they would reason through any managerial problem facing them. Many times, ethics laden situations involve issues that are clearly right or wrong when judged by the manager's or organization's values or code of conduct (Cavanagh, G. F., 2005). Furthermore, most managerial decisions and actions are legal, although there are occasions when a certain decision would clearly go beyond legal boundaries and be illegal. Assuming that the law itself is just, these decisions are not really ethically problematic in that what to do to make an ethically sound decision is quite clear. In these cases, making a decision to break the law or to do something that disagrees with a code of conduct or set of values is clearly unethical. Ethical decision-making problems arise for managers and leaders when decisions involve a moral conflict that is, a moral situation in which a person must choose between at least two equally bad choices, or when there are multiple ethical considerations, some of which conflict with each other. In such circumstances, which are common in business, the manager has to be able to think through the consequences and ethical implications of the decision thoroughly and mindfully so that the best possible decision can be made given the constraints, implications, and ethical considerations. If the decision itself cannot be reframed as a situation in which all parties can benefit that is, a win-win situation then the manager needs a decision-making framework to help (Waddock, S., 2012).

According to Dorasamy (2010) the communication of a clear vision and clarification of purpose to address public sector needs contributes to aligning behaviour with goals. It should be stressed that communication should include words and deeds. Public leaders must be living embodiments of the service delivery culture they desire. The practices they want infused in their organization must be displayed in their consistent behaviour. Such behaviour motivates subordinates toward purposeful behaviour (Kotter & Heskett, 1992). Leadership and communication in the workplace is a very important in the struggle of the business to provide effective structures of ethics. The behavior of the leaders and the kind of values embodied in their actions reflect the direction of business ethics. Their adherence to the ethics or their violation of the ethics send signals on the organization on what norm should be followed and what values are to be aspired

(Phillips, 2004). Koontz et al. (2000) maintains leading is influencing people so that they will contribute to organization and group goals; it has to do predominantly with the interpersonal aspect of managing. All managers would agree that their most important problems arise from people - desires and attitudes, their behavior as individuals and in groups - and those effective managers also need to be effective leaders. Since leadership implies followership and people tend to follow those who offer a means of satisfying their own needs, wishes, and desires, it is understandable that leading involves motivation, leadership styles and approaches, and communication.

According to Wee (2002) ethics are the moral principles or values that guide officials in all aspects of their work. Ethical behaviour encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency. Ethical behavior includes avoiding conflicts of interest, and not making improper use of an individual's position. 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, including in their business undertakings. Ethical behavior supports openness and accountability in a procurement process and gives suppliers confidence to participate in the Government marketplace. Ethical behavior can also reduce the cost of managing risks associated with fraud, theft, corruption, and other improper behavior; and enhance confidence in public administration (Wee, 2002). Otieno (2004) notes the irregular procurement activities in public institutions provide the biggest loophole through which public resources are misappropriated. According to Thai (2001), the basic principles of good procurement practice include accountability, where effective mechanisms must be in place in order to enable procuring entities spend the limited resources carefully, knowing clearly that they are accountable to members of the public; competitive supply, which requires the procurement be carried out by competition unless there are convincing reasons for single sourcing; and consistency, which emphasizes the equal treatment of all bidders irrespective of race, nationality or political affiliation.

The process should also uphold integrity by ensuring that there are no malpractices; informed decision making, which requires public bodies to base decisions on accurate information and ensure that requirements are being met. More still, the Procurement practice should be responsive to aspirations, expectations and needs of the target society. Finally, there is need for transparency to enhance openness and clarity on procurement policy and its delivery (World Bank, 2003). (Carter et al., 2000) found out that being honest and considering existing Procurement laws is essential because it raises firm net income and operating cost which translates to improved firm performance. Poister (2003) indicated that performance measurement in organization is aimed at providing open is intended to produce accurate and reliable information pertaining project progress and implementation of ethical practices which can be used in strengthening information decision making. He further notes that organizational performance can be measured using return on assets and equity. Measurement of organization performance needs to be integrated with general Performance management system and viewed as the progression of maximizing the efficiency and value of measures (Yu et al., 2013).

Kothari K. (2004) emphasizes on procurement ethics being important in procurement for the following reasons: procurement staffs are the representatives of their organization in dealing with suppliers, sound ethical conduct in dealing with suppliers is essential to the creation of long-term relationships and the establishment of supplier good will, it is impossible to claim professional status for procurement without reference to a consideration of its ethical aspects. Procurement plays a key role in Kenya through facilitation of procurement and disposal of products within the firms hence ensuring consistent flow and production for both public and private procuring firms (Mathenge, 2012). (Mugo, 2011) establishes that low level of compliance with procurement regulations, lack of transparency and accountability of procurement funds lowers the level of effectiveness in procurement practices in public training institutions. The major factors that determine the extent to which effective procurement practices are employed in tertiary public training institutions in Kenya include; the level of compliance with procurement regulations, minimization of procurement expenditure, transparency and accountability of procurement funds and quality of procured goods and services (Mugo, 2011). Corporations and public bodies often define processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion, (Morgan, 2006). Ethical procurement practices are supported by the underpinning practices of efficiency and effectiveness, competition, accountability and transparency, ethics and industry development (Commonwealth Procurement Guidelines, 2005) Accountability is government's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs (Segal and Summers 2002). Lack of accountability creates opportunities for corruption. Brinkerhoff (2004) identifies three key components of accountability, including the measurement of goals and results, the justification or explanation of those results to internal or external monitors, and punishment sanctions for non-performance or corrupt behavior. Strategies to

help increase accountability include information systems which measure how inputs are used to produce outputs; watchdog organizations, civic organizations to demand explanation of results; performance incentives to reward good performance; and sanctions for poor performance.

Public procurement has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations. This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries (Tan et al., 2009). Employees may neither engage in, nor give the appearance of engaging in, dishonest or unethical actions. Both are injurious to the public's perception of honest government. As a government employee, you might have access to procurement and other nonpublic information that could affect a contract bid or the award process (Wymer & Regan, 2005). Improper disclosure of such protected information could violate numerous laws, as well as ethics rules. It also could subject you to administrative actions, as well as civil or criminal penalties. Management in contracting authorities should ensure that there is an appropriate focus on good practice in purchasing and, where there is a significant procurement function that procedures are in place to ensure compliance with all relevant guidelines.

3. METHOD

The study adopted a descriptive survey research design. This study targeted staff at the finance and supply chain management departments at the West Pokot County headquarters hence a survey research design was suitable. The target population for this study was 58 which constituted of County employees attached to the finance and supply chain management departments at West Pokot County Headquarters. Census was adopted since the population was small. The study used questionnaire as the instruments for data collection. The pilot study was done at the West Pokot County Headquarters to test the reliability and validity of the instruments. Regression analysis was conducted to test the influence of all the independent variables on the dependent variable. The output was presented in tables and interpretations done based on study objectives and research questions.

4. DISCUSSION

The study sought to establish the effect of management commitment on effective procurement ethical practices in West Pokot County. Landman (2005) there are five components of an organizational adoption of ethical behaviour program, one of which is directly related to leadership is that of commitment. The principle advocates that the leadership of the organization should accept responsibility for, and custodianship of the ethics initiative. Landman (2005) argues that an ethical person is not necessarily an effective ethical leader. Ethical leadership should be consciously cultivated and should model responsible conduct to promote ethical behaviour in public service organizations. The findings are presented in a five point Linkert scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree and T=total.

From table 4.2 below, the respondents were asked whether management commitment and communication about values is core-element of ethical leadership and essential to all managers and employees at all levels of the enterprise. The distribution of findings showed that 28.0 percent of the respondents strongly agreed, 40.0 percent of them agreed, 22.0 percent of the respondents were neutral, 7.0 percent disagreed while 3.0 percent of them strongly disagreed. These findings implied that management commitment and communication about values is core-element of ethical leadership and essential to all managers and employees at all levels of the enterprise.

The respondents were also asked whether ethical leaders foster the capacity of others to make better decisions. The distribution of the responses indicated that 30.0 percent strongly agreed to the statement, 19.0 percent of them agreed, and 7.0 percent of them were neutral, 26.0 percent of them disagreed while 18.04 percent of them strongly disagreed to the statement. These findings implied that ethical leaders foster the capacity of others to make better decisions.

The respondents were also asked whether the ethical decision making process arises when managers are faced with decisions that involve moral conflict. The distribution of the responses indicated that 20.0 percent strongly agreed to the statement, 31.0 percent of them agreed, 18.0 percent of them were neutral, 25.0 percent of them disagreed while 6.0 percent of them strongly disagreed to the statement. These findings implied ethical decision making process arises when managers are faced with decisions that involve moral conflict.

The respondents were further asked whether management commitment is essential in promoting procurement ethical practices. The distribution of the responses indicated that 15.0 percent strongly agreed to the statement, 29.0 percent of

them agreed, 22.0 percent of them were neutral while 33.0 percent and 1.0 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied that management commitment is essential in promoting procurement ethical practices.

Finally, the respondents were asked whether top management and intellectual support mainly determines the level of ethical behavior in procurement. The distribution of the responses indicated that 37.0 percent strongly agreed to the statement, 40.0 percent of them agreed, 21.0 percent of them were neutral, 2.0 percent of them disagreed while 0 percent of them strongly disagreed to the statement respectively. These findings implied that top management and intellectual support mainly determines the level of ethical behavior in procurement.

Table 4.1: Effect of management commitment on effective procurement ethical practices

Statements	SA	A	N	D	SD	T
management commitment and communication about values is core-element of ethical leadership and essential to all managers and employees at all levels of the enterprise	% 28.0	40.0	22.0	7.0	3.0	100
ethical leaders foster the capacity of others to make better decisions	% 30.0	19.0	7.0	26.0	18.0	100
ethical decision making process arises when managers are faced with decisions that involve moral conflict	% 20.0	31.0	18.0	25.0	6.0	100
management commitment is essential in promoting procurement ethical practices	% 15.0	29.0	22.0	33.0	1.0	100
top management and intellectual support mainly determines the level of ethical behavior in procurement	% 37.0	40.0	21.0	2.0	0	100

4.1 Inferential Statistics:

4.1.1 Pearson Correlation:

The study sought to establish the strength of the relationship between independent and dependent variable of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.6 illustrates the findings of the study.

Table 4.2: Correlation Matrix

		Effective Procurement Ethical Practices
Management committee	Pearson Correlation	.844**
	Sig. (2-tailed)	.000
	N	55

As shown on Table 4.2 above, the p-value for management committee was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.844, which represented a strong, positive relationship between management committee and effective procurement practices.

4.2 Multiple Linear Regression:

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

4.2.1 Coefficient of Determination (R²):

Table 4.3 shows that the coefficient of correlation (R) is positive 0.529. This means that there is a positive correlation between ethical practices on effective procurement in west Pokot County. The coefficient of determination (R Square) indicates that 29.1% of effective procurement in west Pokot County is influenced by ethical practices. The adjusted R² however, indicates that 26.4% of effective procurement in west Pokot County is influenced by determinants leaving 74.8% to be influenced by other factors that were not captured in this study.

Table 4.3: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 ^a	.291	.264	14.23241

a. Predictors: (Constant), management committee

4.2.2 Analysis of Variance:

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how determinants affects effective procurement ethical practices in West Pokot County. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	764.700	4	150.490	17.100	.000 ^b
	Residual	3671.004	51	20.861		
	Total	3435.704	55			

4.2.3 Regression Coefficients:

From the Coefficients table (Table 4.9) the regression model can be derived as follows:

$$Y = 32.682 + 0.425X_2$$

The results in table 4.5 indicate that all the independent variables have a significant positive effect on effective procurement ethical practices in West Pokot County. From the findings, management committee had a coefficient of 0.425 (p-value = 0.016). According to this model when all the independent variables values are zero, effective procurement ethical practices will have a score of 32.682.

Table 4.5: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	32.682	2.048		12.074	.000
Management committee	.425	.156	.287	2.453	.016

4.2.4 Hypothesis Testing:

H₀₁: Management commitment has no significant statistical influence on the effective of procurement practices in West Pokot County.

From Table 4.5 above, management committee ($\beta = 0.425$) was found to be positively related effective of procurement practices in West Pokot County. From t-test analysis, the t -value was found to be 2.453 and the ρ -value 0.016. Statistically, this null hypothesis was rejected because $\rho < 0.05$ Thus, the study accepted the alternative hypothesis and it concluded that Management commitment has a significant influence on the effective of procurement practices in West Pokot County.

5. CONCLUSION AND RECOMMENDATIONS

On the effect of management commitment on effective procurement ethical practices in West Pokot County, the findings indicated that management commitment and communication about values is core-element of ethical leadership and essential to all managers and employees at all levels of the enterprise and that ethical leaders foster the capacity of others to make better decisions. Further the findings revealed that ethical decision making process arises when managers are faced with decisions that involve moral conflict and that management commitment is essential in promoting procurement ethical practices. Finally the findings revealed that top management and intellectual support mainly determines the level of ethical behavior in procurement.

Management commitment ($\beta = 0.425$) was found to be positively related effective of procurement practices in West Pokot County. From t-test analysis, the t -value was found to be 2.453 and the ρ -value 0.016. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that Management commitment has a significant influence on the effective of procurement practices in West Pokot County.

Based on the findings, the researcher recommended the following: The management of west Pokot County should ensure that they encourage a committed team to provide proper communication about values is core-element of ethical leadership and essential to all managers and employees at all levels of the enterprise and that ethical leaders should foster the capacity of others to make better decisions. Public procurement management should create an atmosphere conducive to ethical behavior characterized by an absence of clear ethical practices can contribute towards unethical behavior. The pprocurement department should have in place measures and control programs to promote internal checks on the behavior of procurement staff and that an organizational code of ethics promotes ethical perception and integrity among procurement employees.

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