



East African Journal of Business and Economics

ejbe.eanso.org

Volume 7, Issue 2, 2024

Print ISSN: 2707-4250 | Online ISSN: 2707-4269

Title DOI: <https://doi.org/10.37284/2707-4269>

EANSO
EAST AFRICAN
NATURE &
SCIENCE
ORGANIZATION

Original Article

Compliance to Ethical Procurement Practices in Tanzania: A Case of Geita District Council

Maulidi A Ligalawike^{1*}, Dr. Haji Ng'elenge, PhD¹ & Prof. Emmanuel Matiku, PhD¹

¹ University of Iringa, P. O. Box 200, Iringa, Tanzania.

* Correspondence ORCID ID: <https://orcid.org/0000-0002-7876-1788>; Email: maulidligalawike@gmail.com

Article DOI: <https://doi.org/10.37284/eajbe.7.2.2372>

Date Published: ABSTRACT

05 November 2024

Keywords:

Supplier,
Ethical
Procurement,
Compliance,
Procurement
Officers,
Procurement
Practices

The main focus of the study was to investigate public compliance with ethical procurement practices in Tanzania. Three specific objectives guided the study were; to evaluate the extent to which compliance with regulations affects the procurement process; to identify the challenges faced in achieving full compliance with ethical procurement practices and to propose recommendations and strategies for enhancing compliance with ethical procurement practices based on best practices. The study adopted a descriptive research design. The target population constituted 71 procurement officers, and a stratified random sampling method was adopted to obtain 60 sampled respondents from the target population. A structured questionnaire was employed to collect primary data from the respondents. The collected data were analyzed through descriptive statistics and SPSS software. The study findings revealed that, there is a positive relationship between compliance with regulation and ethical procurement practices, and that procurement officers are competent and skilled to enhance procurement compliance. Suppliers also stressed improving the tendering system and clearer item specifications. The study recommends that the Government, procurement policymakers, and procuring entities should adhere to the procurement laws and regulations set up by the PPRA which finally leads to the appreciation of the value of money within the institution. In conclusion, it was emphasized that prioritizing ethical conduct in procurement practices is vital and enhances compliance with procurement regulations and procedures.

APA CITATION

Ligalawike, M. A., Ng'elenge, H. & Matiku, E. (2024). Compliance to Ethical Procurement Practices in Tanzania: A Case of Geita District Council. *East African Journal of Business and Economics*, 7(2), 176-189. <https://doi.org/10.37284/eajbe.7.2.2372>

CHICAGO CITATION

Ligalawike, Maulidi A., Haji Ng'elenge and Emmanuel Matiku. 2024. "Compliance to Ethical Procurement Practices in Tanzania: A Case of Geita District Council". *East African Journal of Business and Economics* 7 (2), 176-189. <https://doi.org/10.37284/eajbe.7.2.2372>.

HARVARD CITATION

Ligalawike, M. A., Ng'elenge, H. & Matiku, E. (2024) "Compliance to Ethical Procurement Practices in Tanzania: A Case of Geita District Council", *East African Journal of Business and Economics*, 7(2), pp. 176-189. doi: 10.37284/eajbe.7.2.2372.

IEEE CITATION

M. A. Ligalawike, H. Ng'elenge & E. Matiku "Compliance to Ethical Procurement Practices in Tanzania: A Case of Geita District Council", *EAJBE*, vol. 7, no. 2, pp. 176-189, Oct. 2024.

MLA CITATION

Ligalawike, Maulidi A., Haji Ng'elenge & Emmanuel Matiku. "Compliance to Ethical Procurement Practices in Tanzania: A Case of Geita District Council". *East African Journal of Business and Economics*, Vol. 7, no. 2, Oct. 2024, pp. 176-189, doi:10.37284/eajbe.7.2.2372.

INTRODUCTION

Globally, Public procurement is an essential component of governance as it is the impetus for meeting the needs and expectations of the community through the provision of goods, works, and services in fulfilment of social contract obligations of Governments (Agbodzakey and Upshaw, 2018). It is a critical function within an organization as it is accountable for delivering required materials, construction projects, and amenities businesses can leverage their vision of sustainable practices in the form of competitive advantage, brand loyalty, risk mitigation, and cost reduction.

Ethical procurement prohibits a breach of the public's trust by discouraging a public employee from attempting to realize personal gain through conduct inconsistent with the proper discharge of the employee's duties and must deliver value for money since this is the core principle of any viable procurement. A procurement system that is effective needs to identify and address these ethical violations to the procurement practitioners so that they know what is expected before them and thus be able to avoid unethical issues. Thus, public institutions are required by law to adopt ethical practices as a means of enhancing sustainable organizational performance (World Bank, 2014).

The presence of many ethical practices was observed throughout the supply chains of nearly all the studied organizations, and their existence is likely to have positive effects on company performance. Supply chains are most likely to act ethically because of the legal requirements that are expected of them, explaining the extremely high incidence of health and safety practices. However, competitive pressures are also highly important, therefore industry standards and consumer trends

must be closely monitored and practices altered accordingly (Yahya *et al* 2014).

Procurement and Supplies Professional Board (PSPTB) is the board in Tanzania charged with the responsibility of regulating professional standards and conducting of professionals in the fields of procurement and supplies. The board formed its Act known as the PSPTB Act in 2007. The Act requires all procurement officers to adhere to it effectively when executing public procurement functions to obtain procurement performance (value for money). But, despite the requirement, compliance levels with it were still poor (PPRA, 2018) (CAG report, 2022-2023).

Statement of the Problem

In Tanzania every procuring entity is required by the Public Procurement Act (2011) as amended in 2016, compliance with ethical procurement practices is crucial for maintaining transparency, accountability, and integrity in public procurement processes. Organizations ensure fairness and impartiality in the selection of suppliers, contractors, and service providers by adhering to ethical standards, thereby fostering healthy competition and preventing favouritism or corruption. Moreover, ethical procurement practices help safeguard public resources by minimizing the risk of mismanagement, fraud, and misuse of funds. Prioritizing ethical conduct among procurement professionals not only upholds public trust but also contributes to the efficient allocation of resources, ultimately leading to improved outcomes and value for money. Additionally, ethical procurement practices promote a level playing field for all stakeholders, encouraging innovation and fostering a positive business environment that benefits both the public sector and the wider community. Overall, compliance with ethical

procurement practices is essential for promoting transparency, accountability, and efficiency in public procurement processes, thereby enhancing public trust and achieving sustainable socio-economic development (Lyimo *et al.*, 2022). The Geita District Council, like many public institutions, struggles with systemic challenges in ensuring strong compliance with ethical procurement practices (CAG report, 2022-2023). However, there is scant information available regarding compliance with ethical procurement practices to date. Therefore, this study aims to disclose the extent to which ethical procurement practices are complied with at the Geita District Council. Specifically, the study aims to assess the current practices and procedures in place at Geita Council concerning procurement, with a focus on ethical considerations such as transparency, fairness, and accountability towards procurement ethical practices.

Research Objectives

General Research Objective

To Investigate Compliance to Ethical Procurement Practices in Tanzania a case of Geita District Council.

Specific Research Objectives

- To evaluate the extent to which compliance with regulations affects the procurement process.
- To identify the challenges faced in achieving full compliance with ethical procurement practices.
- To propose recommendations and strategies for enhancing compliance with ethical procurement practices based on best practices and lessons learned from comparable organizations.

Rationale

The study findings will be useful to all except stakeholders of procurement daily operations. The knowledge and skills will help them compile with the procurement ethics before, during and after

conducting their tender and other procurement practices.

LITERATURE REVIEW

Agency Theory

This study was guided by the Agency theory which was established 1960s when economists started exploring risk sharing (Eisenhardt, 1989). It was expounded by Alchian and Demsetz (1972) and further developed by Jensen and Meckling (1976). The theory seeks to provide explanations on the way the apparent chaos of conflicting objectives is organized and brought to equilibrium to maximize the value of the entity (Jensen and Meckling, 1976). It defines the relationship that exists when one party (called the principal) delegates work to another party (called the agent). The theory suggests that, as a result of information asymmetries and self-interest, principals do not trust their agents and will put in place mechanisms to align their interests with those of the agents.

According to the theory, principal(s) hire agents for day-to-day transactions and supervision on their behalf and they delegate the authority to make decisions to agents. An agent will make decisions that may affect the principal because the theory assumes the interests of the principal and an agent are not always guaranteed to be compatible. It assumes both the principal and the agent are motivated by self-interest. This assumption of self-interest dooms agency theory to inevitable inherent conflicts. Thus, if both parties are motivated by self-interest, agents are likely to pursue self-interested objectives that deviate and even conflict with the goals of the principal.

An agent mode was developed by economists that deal with situations in which the principal is in a position to induce the agent, to perform some tasks in the principal's interest, but not necessarily the agent's (Health and Norman, 2004) the theory defines the relationship between the principals, such as shareholders and agents or company executives and managers. In this theory, shareholders who are the owners of the company, hire the agents to perform work. Principals

delegate the running of business to the managers, who are the shareholders' agents (Clarke, 2004).

The principal-agent theory was considered very relevant in this study for various reasons. First, most of the public procurement emphasizes close supervision during the procurement process and procedures based on law and regulations and the important characteristic of public procurement is public accountability which further explains why public entities are primarily procedure-driven. Secondly, staff conflict of interest misuses of power in the different areas between public procurement and private procurement does not lie in the objectives, but in the source of funding and hence procedure. While in the private sector, shareholders choose to invest their own money and accept a degree of risk, in the public sector, on the other hand, the expenditures are financed from public money makers' money (Lysons and Farrington, 2012).

Institution Theory

Institution theory developed by Lammers and Garcia (2017) institutional theory seeks to explain "the elaboration of rules and requirements to which organizations must conform if they are to receive support and legitimacy" (Scott and Meyer, 1983, p. 140). The strength of this perspective today may flow from the fact that the world is awash in rules and requirements in every sector, industry, and nation-state. However, we think a case must be made for the relevance of institutional theory to organizational communication. After all, organizational communication frequently focuses on the communicative behaviour of individuals in groups and organizations or more specifically, their language and social interaction that promote coordinated action toward a common goal" (Eisenberg, 2009).

It seems appropriate, therefore, to treat the larger institutional landscape as outside and beyond the purview of organizational communication. The reason for the distance between status organizational communication and institutionalism probably lies in their roots the

former in practical matters of post-social psychology and the latter in 19th- and early 20th-century sociology. But institutionalism today has grown beyond its sociological field of origin and the vines of organizational communication are also creeping beyond their early managerial concerns. The interpenetration of organizational communication and institutionalism is far from complete, however. Indeed, we believe the opportunities for these fields to inform each other are very exciting. The study aims to document the reach of institutional theory into organizational communication and to provide examples of organizational communication scholarship that have special relevance for institutionalism. The insight of institutionalism is that organizations and organizing are exceeded by institutional ideas, beliefs, rules, and messages (Lammers and Barbour, 2006).

Israel, (2021) examined and validated the role of ethical training and education towards anti-corruption in public procurement, with a focus on selected Local Government Authorities in Tanzania. The study adopted a descriptive research design and purposive sampling to collect data from 114 respondents. Israel's (2021) findings revealed that effective streamlined, ethical training and education play a significant role in upholding a sense of anti-corruption in public procurement ($p < \alpha$). However, the study did not look at how organizational culture and internal controls can affect ethical procurement practices in the public sector.

Clifford *et al*, (2015) Procurement systems in democratic governments across the globe face competing demands, conflated values, and goals, and are being called upon to address societies' "wicked" problems under the rubric of government "reform." As a result, government purchasing professionals are being challenged to develop new flexible structures and processes that devolve purchasing responsibility, yet maintain accountability and control, limit the opportunity for fraud/ mismanagement while reducing operational constraints; and increase economic efficiency. The current study delineates the nature

of five dilemmas that purchasing practitioners face, and the implications of these dilemmas for purchasing in the public sphere are explored. Given the complexity of these dilemmas, procurement professionals will be continually called upon to balance these inherent tensions with little guidance from policymakers or elected officials.

Muhunyo and Jagongo, (2018) established the effect of internal control systems on financial performance in public institutions of higher learning in Nairobi focusing on determining the effect of control activities, risk assessment, control environment, information, communication, and monitoring on financial performance of institutions. Muhunyo and Jagongo's (2018) study revealed that the control environment, risk assessment, control activities, and information and communication as indicators of internal control systems had a significant influence on the financial performance of the institutions. The study focused on internal controls on financial performance without addressing the question of procurement ethics.

Okemwa *et al*, (2021) studied the factors affecting compliance with ethical standards in public procurement in Kenya. The study sought to investigate the factors affecting compliance with ethical standards in public procurement in Kenya from a behavioural model of ethical and unethical decision-making perspective. The target population comprised 40 procurement professionals, auditors, accountants, and project managers of Kenya Airport Authority. The results revealed that professionalism factors, legal framework factors, and work environment factors had a positive and statistically significant influence on compliance with ethical standards in public procurement in Kenya while Personality factors and social factors were found not to have a statistically significant influence on compliance

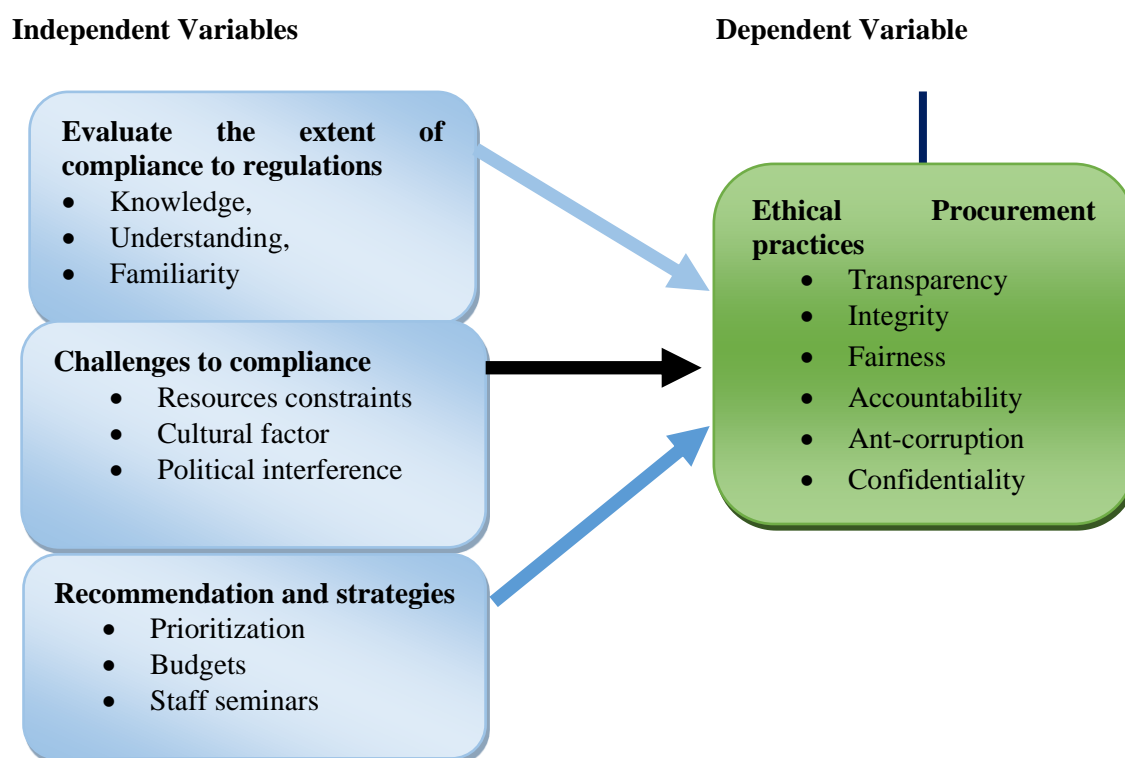
to ethical standards in public procurement in Kenya. This study implies that the behavioural model of ethical and unethical decision-making is versatile in compliance/noncompliance studies.

Salin *et al*, (2019) examined the relationship between the board's ethical commitment and the performance of the company. Board ethical commitment was measured based on the Malaysian Code of Corporate Governance and various international best practices. The study findings indicated that ethical commitment by the board has a significant positive relationship with corporate performance.

Bwakea, (2020) conducted the study to assess ethical practices in procurement and customer satisfaction. The sample size was 40 respondents used a case study design and adopted a quantitative research approach. The study was undertaken by using a case study design and in some cases quantitative approach was used for computing the frequency and percentages and the use of tabulations. The research methods and instruments that are questionnaires, interviews and documentary review were used to collect data. The findings of the study revealed that accountability and transparency, honesty and integrity and professionalism are the ethical issues that are practised during procurement proceedings. The study concluded that ethical procurement practices have a high significance in enhancing customer satisfaction. However, the study only focused on ethical practices on customer satisfaction and not procurement practices.

Conceptual Framework of the Study

The study was guided by the following conceptual framework whereas the dependent variable was Ethical procurement practices and the relationship of variables is presented in Figure 1 below.

Figure 1: Conceptual framework of public compliance to ethical procurement practices.

Source: Designed by a Researcher, (2024)

RESEARCH METHODOLOGY

Area of the Study

The study was conducted in the Geita District Council. The choice of the study area was due to the presence of compliance or violation of ethical procurement practices of goods, works, and services that were expected to comply with the ethics during procurement practices. (CAG, 2016-2021).

Research Approach

This study used both quantitative and qualitative approaches because were capable of yielding detailed narrative and statistical data analysis.

Research Design

This study used a descriptive statistic. The descriptive statistics were adopted in order to describe the compliance ethical practices in public procurement and its effect on procurement practices. Also, this research design was adopted because it has the advantages of collecting and analyzing quantitative and qualitative research data.

Population and Sampling Procedures

Population

The targeted group of this study was staff from the procurement department, user department, and storekeepers at Geita District Council as well as suppliers who were involved in procurement practices of supplying goods, and execution of works. The target population in this study constituted 71 administrative public servants from Geita District Council (GDC profile, 2024).

Sampling Technique

This involves stratified sampling and purposive sampling. Stratified sampling is involved in dividing the population into homogeneous subgroups or strata based on categories such as departments or roles within the procurement process. This stratification ensured that each subgroup was adequately represented in the sample, allowing for more precise estimates and analysis within each category (Thomas, 2023). Purposive sampling was used to select respondent that is most likely to yield appropriate and useful

information based on their relevant knowledge, position, experiences and expertise

Sample Size

The sample should neither be excessively large nor too small but should be optimum which fulfils the requirements of efficiency, representativeness, reliability, and flexibility the sample size for this study was obtained by using the formula;

$$n = \frac{N}{1 + N(e)^2}$$

Whereby: n = the sample size, N = the population size, and e = the level of accuracy.

For the target population of 60 stakeholders, assuming a 95% Confidence level, and with an accuracy of 5% (0.05);

$$n = \frac{71}{1 + 71(0.05)^2}$$

= 60 respondents.

Table 2: Sample proportion from each stratum

Category	Subgroups	Clustering into	Departments proportionality
Procurement Department	<ul style="list-style-type: none"> Procurement Officers Heads of department Procurement units 	20	17
User Department	<ul style="list-style-type: none"> Heads department Administrative Staff 	30	25
Storekeepers	<ul style="list-style-type: none"> Store officers Store Assistants 	21	18
Total sample size			60

Reliability and Validity of Data

Reliability

Data reliability has two critical elements: accuracy and consistency. Accuracy refers to the degree to which the data reflects the reality of any given topic. This helps ensure data, and the decisions based on them can impact the real world in the manner desired. Consistency refers to how similar measurements are taken in different circumstances.

Validity

To ensure validity, the study employed multiple data collection methods that as questionnaires, interviews, and the documentation method. Also, the validity of the study was ensured through close alignment of research objectives and research questions that were administered to respondents.

Data Analysis

Both qualitative and quantitative data were used to capture perceptions, experiences, and practices related to ethical procurement. Upon data

collection, thorough cleaning and organization of the dataset were conducted to eliminate errors and inconsistencies, followed by preparation for analysis by categorizing variables appropriately. Descriptive analysis was involved in calculating descriptive statistics such as frequencies, and percentages for quantitative variables, while qualitative data underwent thematic analysis to identify common themes and patterns.

PRESENTATION AND DISCUSSION OF FINDINGS

This section aims to present the findings of the study concerning public compliance with ethical procurement. The findings were grouped and presented according to respective objectives.

Evaluating the extent of compliance with ethical procurement practices

The first objective consists of three questions: Rate of knowledge, understanding ethics and Level of familiarity, the findings are presented below;

Rate of knowledge

Statement	Response	Frequency	Percent
Rate of knowledge of ethical procurement regulation	Very poor	1	1.7
	Poor	1	1.7
	Fair	8	13.3
	Good	34	56.7
	Excellent	16	26.7
Total		60	100.0

Source: Field Data (2024)

Findings in the table reveal that most of the respondents 34 which is equivalent to 56.7% agreed, 8 respondents equal to (13.3%) were neutral, and 1 respondent (1.7%) disagreed that the rate of knowledge of ethical procurement regulations is sufficient to know staffs are familiar with the ethical procurement practices. These findings imply that the Rate of knowledge is sufficient to enable the detection of malefactions in compliance with procurement regulations and hence being able to enhance compliance with ethical procurement practices.

Etse and Asenso-Boakye, (2020) revealed that a lack of knowledge of the method and process of undertaking a procurement practice has the danger of sub-optimal achievement. It was also revealed that, in procurement practices, the lack of

knowledge has the risk of entertaining weak and corrupt during procurement activities in place because the knowledge can help to discover and reduce such unethical issues. *Based on supplier interviews, it is evident that there is a high level of knowledge regarding integrity in procurement. However, the current tender process needs improvement. The suppliers feel that the time given to fill out tenders is insufficient, impacting their ability to check market prices and product conditions thoroughly., they agreed that the level of knowledge on integrity in procurement is high, although there is a need to improve the issuing of tender because the time to fill out the tender has been too short for them, so much so that they do not have time to go to the market to check the prices and conditions of the products. (Interview with suppliers July 3, 2024).*

Understanding of ethics

Statement	Response	Frequency	Percent
Understand ethical procurement regulations	Slightly	10	16.7
	Moderately	10	16.7
	Very	26	43.3
	Completely	14	23.3
	Total	60	100.0

Source: Field Data (2024)

The findings as presented show that most of the respondents, 26 which is equivalent to 43.3% agreed, 10 (16.7%) respondents were neutral, and 10 respondents (16.7%) disagreed with the statement that, understanding the ethical procurement regulations established is enough to evaluate the compliance to procurement regulations. These findings imply that there is a mixed perception regarding procurement regulations as is complicated to effectively assess ethical procurement practices.

Bor *et al*, (2015) who examined the employees' perceived interference and professional ethics on non-compliance with public procurement regulations in Kenya perceptions of stakeholders regarding the scope of procurement regulations showed that most of the staff understand many such regulations and hence need the close supervision of the superior offices to increase ethics during the procurement practices. *Having interviewed the bidders, they have confirmed the integrity of our values. Nevertheless, it has come to our attention that certain procurement officers*

are violating these values by showing favouritism towards familiar bidders. This behaviour often arises from the officers' prolonged exposure to specific bidders, resulting in a breach of

procurement ethics, albeit to a limited extent. To uphold our values, procurement officers mustn't remain in one position for an extended period. (Interview with bidders July 3, 2024).

Level of Familiarity

Statement	Response	Frequency	Percent
The Level of familiarity with ethical procurement procedures	Not at all familiar	2	3.3
	Slightly familiar	5	8.3
	Moderately familiar	12	20.0
	Very familiar	31	51.7
	Extremely familiar	10	16.7
Total		60	100.0

Source: Field Data (2024)

Findings in Table 10 reveal that 31 respondents which is equivalent to (51.7%) agreed, 12 respondents were neutral which is equivalent to (20.0%) and 5 which is equivalent to (8.3%) respondents disagreed with, the level of familiarity with ethical procurement procedures had a great role in procurement practices. These findings imply that the staff should be aware of ethical procurement regulations that have an essential and critical role to play in ethical procurement practices.

However, Muktar, A., and Omwenga, J, (2019) influence of procurement ethics on organizational performance indicates that staff may add value to their work by complying with the regulations which confidentiality resulting from procurement ethics had a significant influence on

organizational performance and it was in Kenya having different regulations with Tanzania. *Based on the interviews with suppliers, it is clear that both the institution and the suppliers are well-versed in ethical procurement procedures. The values acknowledged by both parties are effectively preserved as a result of the procurement processes being carried out through established procurement systems. (Interview with suppliers July 3, 2024).*

Challenges to compliance with procurement practices

The second objective consists of three questions: Level of resource constraints affect compliance, extent of beliefs and cultural factors and Political interference, the findings are presented below;

The level of resource constraints affects compliance with ethical procurement practices.

Statement	Response	Frequency	Percent
The level of resource constraints affects compliance with ethical procurement practices	Very significant	15	25.0
	Significant	20	33.3
	Moderate significant	18	30.0
	Slightly significant	5	8.3
	Not significant at all	2	3.3
Total		60	100.0

Source: Field Data (2024)

The findings as has been presented show that, 20 respondents (33.3%) agreed, 18 respondents (30.0 %) were neutral and 2 respondents (3.3%) disagreed that, 'level of resources constraints affect the ability to comply with ethical

procurement practices. These findings imply that there is a great potential for compliant procurement practices to be enhanced because the challenges to comply with ethical procurement

practices are well-educated and skilled in matters related to their work.

Adow *et al.*, (2020) revealed that the level of resource constraints affects the ability to comply with ethical procurement practices. The influence of compliance with ethical procurement practices on the management of public resources can lead to avoiding the challenges to compliance during

procurement activities. *In my recent meeting with the bidders, they highlighted occasional payment delays in their tenders. Although these delays involve small amounts, addressing this issue promptly would significantly enhance the efficiency of their project implementations, thereby benefiting the government. (Interview with bidders July 3, 2024).*

Extent of Beliefs and Cultural Factors

Statement	Response	Frequency	Percent
The extent of believe cultural factors influence adherence to ethical procurement practices	Strongly influence	19	31.7
	Influence to some extent	16	26.7
	Neutral	14	23.3
	Have minimal influence	9	15.0
	Do not influence at all	2	3.3
Total		60	100.0

Source: Field Data (2024)

The results show that 19 respondents which is equivalent to 31.7% agreed, 14 respondents (23.3%) were neutral and 2 respondents (3.3%) disagreed that, cultural factors influence adherence to ethical procurement practices. The findings imply that the procurement officers often receive training regarding their ethics of work and hence are equipped with the modern techniques to assess and enhance compliant procurement practices.

Agreeably, Naluyaga, (2014) revealed that procurement compliance depended much on skilled personnel and ethics of conduct and that

training was critical in enhancing compliance. It was concluded that lack of qualified specialists and professionalism, poor and unpredictable market conditions, complex legal environment, and corruption in procurement dealings are the challenges that cause noncompliance to procurement laws. *The multitude of languages spoken by project participants has occasionally impeded timely project execution. Therefore, the government must provide education to project beneficiaries before project delivery to ensure successful implementation. (Interview with contractors July 3, 2024)*

Political Interference

Statement	Response	Frequency	Percent
Consider political interference in procurement decisions	Very prevalent	24	40.0
	Prevalent	14	23.3
	Moderately prevalent	11	18.3
	Slightly prevalent	11	18.3
Total		60	100.0

Source: Field Data (2024)

The results show that 24 respondents which is equivalent to 40.0% agreed, and 11 respondents (18.3%) were neutral that, political interference relates to challenges to comply with the procurement practices profession to enhance staff

compliance. The findings imply that the ethics during the procurement activities is sufficient to enable him/her to conduct the procurement function to enhance compliant procurement practices. During the study, I saw that political

interference was due to the inadequate power and responsibility separation between politics and public procurement activities.

Matto, M, (2022) explaining procurement performance in local government authorities in Tanzania, showed that the procurement officer should be competent during the execution of public procurement activities by revealing all ethics which consist during the procurement practices hence will lead them to independent decision making. *During the meeting with the bidders, it was revealed that political leaders exert undue influence on the projects from the*

bidding stage onward. This makes it exceedingly challenging for the bidders to compete fairly and, even after securing the tender, they encounter substantial pressure from these politicians. (Interview with bidders July 3, 2024).

Recommendations and strategies enhance compliance with ethical procurement practices.

The third objective consists of three questions: The importance of prioritising ethics, allocation of budgets and Effective staff seminars, the findings are presented below;

Importance of prioritizing ethics

Statement	Response	Frequency	Percent
Do you think it is important to prioritize compliance with ethical procurement practices	Not important at all	1	1.7
	Somehow important	3	5.0
	Moderately important	13	21.7
	Very important	31	51.7
	Extremely important	12	20.0
Total		60	100.0

Source: Field Data (2024)

The findings as being presented show that most of the respondents (31) which equates to 51.7% agreed, 13 respondents (21.7%) were neutral while 1 respondent (1.7%) disagreed that, the recommendations and strategies, based on best practices from other organizations to enhance compliance with ethical procurement practices. These findings imply that prioritizing ethics in procurement activities is very important and it should be taken into action towards the recommendations and strategies to enhance compliance with ethical procurement practices.

However, Nkanja *et al.*'s (2019) determinant of procurement law compliance in public institutions in Kenya in this study revealed that for most organizations to succeed in the improvement of the entire business system very essential to make the recommendations and strategies as the key indicators of good performance of the organization and hence compliance to ethical procurement practices. *During my interview with the bidders, they highlighted the council's strong strategies to actively engage them throughout the procurement process. This inclusive approach proves invaluable when competing tenders are announced. (Interview with bidders July 3, 2024).*

Allocation of Specific Budget to Enhance Compliance

Statement	Response	Frequency	Percent
Level of the belief that allocating specific budget enhances compliance with ethical procurement practices	Strongly Disagree	4	6.7
	Disagree	1	1.7
	Neutral	10	16.7
	Agree	30	50.0
	Strongly Agree	15	25.0
Total		60	100.0

Source: Field Data (2024)

The findings as presented above show that most of the respondents (30) equivalent to 50.0% agreed, 10 respondents (16.7%) were neutral while 4 respondents (6.7%) disagreed that, allocating a specific budget enhances compliance to ethical procurement practices. These findings imply that provision of the recommendations on time is an essential activity to enhance management to effectively budget and implement the advice given effectively.

Ebekozien, A. (2019) who aimed to examine unethical practices in the procurement performance of public building projects and

attempts to proffer feasible solutions to accountability in statutory corporations in developing countries such as Nigeria suggested that the findings showed that lack of leadership, weak law, fear of unknown and greed were ranked as the causes of unethical practices. Inflated contract sums, bribery and corruption, shoddy construction, and collusion tendering were ranked as the effects of unethical practices. *Bidders adhering to budget allocations in public procurement is essential for ensuring compliance and efficiency in government projects. (Interview bidders July 3, 2024).*

Effective staff seminars

Statement	Response	Frequency	Percent
Conducting effective Staff seminars improves compliance with ethical procurement practices	Not effective at all	4	6.7
	Slightly effective	8	13.3
	Very effective	25	41.7
	Extremely effective	23	38.3
Total		60	100.0

Source: Field data (2024)

The results indicate that, of all the respondents who participated in the study, 25 respondents (41.7%) agreed, 8 respondents equivalent to (13.3%) were neutral 4 respondents equivalent to (6.7%) disagreed that, 'conducting effective staff seminars improves compliance with ethical procurement practices. The findings have the implications that, the management considers the recommendations and strategies as an important issue in the organization to enhance the compliance ethical procurement practices.

Okemwa *et al*, (2021) the study sought to investigate the factors affecting compliance with ethical standards in public procurement in Kenya from a behavioural model of ethical and unethical decision-making perspective. Compliance with ethical standards remains the biggest impediment to the realization of public procurement primary and auxiliary objectives in developing economies. The study adopted a descriptive research design. The results revealed that professionalism factors, legal framework factors, and work environment factors had a positive and statistically significant influence on compliance with ethical standards in

public procurement in Kenya. In contrast, Personality factors and social factors were found not to have a statistically significant influence on compliance with ethical standards in public procurement in Kenya. *In the discussions with the suppliers, they emphasized the substantial value that procurement officers gain from attending the seminars and receiving procurement training. Additionally, they proposed that it would benefit government representatives to participate in these events to enhance their comprehension and competitiveness in tender processes. (Interview with suppliers July 3, 2024).*

CONCLUSION

Based on the findings, the study made the following conclusion;

As per the first research objective which aimed to evaluate the extent of compliance regulations to ethical procurement practices, it is concluded that the scope of work of the compliance to regulation with the procurement officers is enough and sufficient to enhance the compliance to ethical procurement practices of the public sector entities.

As far as the second objective is concerned which aimed at identifying the challenges to compliance with ethical procurement practices, the study concluded that the competent procurement officer needs strong leadership and skills enough to handle the internal and external challenges facing the procurement industries to the public entities to comply with ethical procurement practices.

Also, as per research objective number three which focused on proposing recommendations and strategies to enhance compliance with ethical procurement practices, the study concludes that effectively implementing the recommendations and strategies to the procurement officers is necessary to achieve the goals and to enhance compliance with ethical procurement practices in the organizations. The same can be investigated by focusing on the private sector or any other public institution since this study was based on the Geita district council only.

REFERENCES

- Ado, I., Edabu, P., and Kimamo, G. (2020). Influence of compliance with ethical procurement practices on management of public secondary school Resources. *American journal of education and Research* Vol,8 (3).
- Alchian, A., and Demsetz, H. (1972). Production, Information Costs, and Economic Organization. Vol 62 (5), pp, 777-795. <https://www.jstor.org/stable/1815199>.
- Agbodzakey, J. and Upshaw, J. (2018). Public Procurement and Associated Relevant Elements for a Habitable Public Domain. *Journal of Economics and Sustainable Development*, 9(24), pp, 41- 57.
- Burtless, G. (2013). The impact of population aging and delayed retirement on workforce productivity Working paper, Center for Retirement Research at Boston College.
- Bwakera, E. (2020). Ethical practices in procurement towards customer satisfaction. *Open Journal of Social Sciences*, Vol,11 (9).
- CAG, (2016-2021). The annual general report of the controller and Auditor General on the Financial Statements for the year ended 30th, June 2016, Dar Es Salaam, Tanzania, National Audit Office.
- CAG. (2022-2023). The annual general report of the Control Autor general on the Bulk procurement of motor vehicles. <https://www.nao.go.tz>.
- Bor, J., Chepkwony, J and Bonke, R. (2015). Employee perceived interference and professional ethics on noncompliance with public procurement Regulation *European Journal of business and Management* Vol.7, (5).
- Clarke, T. (Ed.). (2004). Theories of corporate governance: The philosophical foundations of corporate governance. London: Routledge. *Journal of Finance and Accounting*. Vol.5, (2), pp, 44-52.
- Clifford, P., Mccure, Prier, E., and Swanson. (2015). Five Dilemmas in Public Procurement. *Journal of the public. Journal of Public Procurement*, Vol.15(2), pp,177-207
- Ebekozien, A. (2019). Unethical practices in procurement performance of Nigerian public building projects: mixed methods approach. *Theoretical and Empirical Researches in Urban Management, Malaysia*. 14(3), pp, 41-61.
- Etse, D., McMurray, A., and Muenjohn, N. (2020). Comparing sustainable public procurement in the education and health sector in Ghana. *Journal of cleaner production*, Vol, 279, (2), pp,123959.
- Eisenberg, D. (2009). Mental Health and Academic Success in College. *Journal of Economic Analysis and Policy*. Vol. 9, (1).
- Health and Normal, D. (2004). Emotional design: why we love (or hate) everyday things. New York.
- Israel, B., Mchopa, A., Mwiseje, S, and Mashene, A. (2021). Ethical Procurement

- Practices and Performance of Public Procuring Entities in Tanzania, Empirical Evidences from Moshi District Council. *Journal of Co-Operative and Business Studies (JCBS)*, 4(2 <https://doi.org/10.2023/jcbs.v4i2.92>).
- Jensen, M., and Meckling, W. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. Vol. 3, (4), pp 305-360.
- Lammers., and Barbour, J. (2006). An Institution Theory of Organizational Communication. Vol. 16, (3), pp, 356-377.
- Lyimo, B., and Mrema, I. (2022). Factors affecting procurement practices in public procuring entities in Tanzania. *school of Researcher*, Vol 4.
- Lyson, s. and Farmer, D. (2012). Purchasing and supply chain management, 7th Edn, London, New York: Financial Times/Prentice Hall.
- Matto, M. (2022). Explaining procurement performance in Local Government Authorities in Tanzania. Development of business management institute of Accountancy in Arusha. Tanzania.
- Muhunyo, B. and Jagongo, O. (2018). Effect of internal control systems on financial performance of public institutions of higher learning in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3 (2): 273, 87.
- Muktar, A, and Omwenga, J. (2019). Influence of Procurement Ethics on Organization Performance. *International journal of social science and humanities research*. Jomo Kenyata University of agriculture and technology. Nairobi, Kenya.
- Naluyaga, T. (2014). Challenges facing procurement entities in complying with procurement regulations. Mzumbe University; Dar es Salaam, Tanzania.
- Nikolopoulou, K. (2023). Purpose sampling definition and example. <https://www.scribbr.com>
- Nkanja, J, and Senelwa, A. (2019). Determinant of procurement law compliance in public institution. *International journal of recent research in commerce economics and management*. Kenya.
- Okemwa, V., and Ratemo, B. (2021). Factor affecting compliance to ethical standard in public procurement in Kenya. *International journal of scientific and management institute of suppliers' examination board*. Kenya.
- Salin, P., Ismail, Z., Smith, M. and Nawawi, A. (2019). Board ethical commitment and corporate performance: Malaysian evidence. *Journal of Financial Crime*.
- Scott, R., and Meyer, W. (1983). Organization and Environment: Ritual and Rationality. Stanford University Press, Stanford. Vol. 5,(3).
- Shah, K., and Alotaibi, M. (2018). A study of Unethical Practices in the Construction Industry and potential preventive measures. *Journal of Advanced College of engineering and management*. Vol, 3, pp, 55-77.
- Swaen, B. (2015). Constructing concept framework in social science research in South Africa. *The Journal of trans disciplinary research in South Africa*. Vol.143, (10), pp, 405-422.
- Thomas, L (2023). Stratified sampling definition, Guide, and example. <https://www.scribbr.com/methodology/random-sampling/>
- World Bank. (2014). Procurement guidelines for goods works, and non-consulting services under IBRD loans and IDA credits and grants by World Bank borrowers. Washington, DC, World Bank.
- Yahya, Y., Anya H., Ahmed, M, Nagham, and B. (2014). Ethical supply Chain analysis practices and performance measures; *International Journal of the Logistics System and Management* Vol 17, (4), pp,472-497.