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Abstract

Ethical sourcing practices are acceptable standards that professionals in the supply chain management should adopt to ensure sustainable institutional operations. There is more emphasis on ethical sourcing in Kenyans public procurement system since the enactment of the new constitution 2010. However, sourcing in the commission is marked with unethical practices. These ethical malpractices may damage the state agencies' performance; undermine public confidence in governments' leadership and governance. The purpose of the study was to analyze the influence of ethical sourcing practices on performance of Teachers Service Commission of Kenya. The study's objectives were to examine the influence of transparency practices on TSC performance, assess influence of integrity practices on performance of TSC and, to evaluate influence of accountability practices on performance of TSC. The study was guided by three theories namely: Deontological theories-Kantian ethics, Teleological theories-utilitarianism and Dynamic capabilities theory. The target population comprised of 1351 TSC secretariat staff from among seven TSC directorates and Supply Chain Management Services (SCMS). Stratified proportionate sampling was used to select a sample of 239 employees. A descriptive research design was adopted in the study. Data was collected using a semi - structured questionnaire. Descriptive and inferential statistics were used to analyze the data. Presentation was in form of percentages, frequencies, and tables. Key findings of study included: A response rate of 96.2 % was realized found to be adequate and sufficient to undertake data analysis.

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Majority of the respondents strongly agreed that the commission had embraced ethical sourcing practices (Transparency, integrity and accountability) and had consequently improved its customer's satisfaction levels. The study recommends adoption of ethical sourcing practices by organizations so as to optimize their operations. The researcher recommends a similar study on other organizations both private and public based on the study's findings, shareholders, management and policy makers in the public service sector and other sectors can make informed decisions on the ethics and organization performance. To uphold research ethics, permission to collect data was sought from the University, NACOSTI as well as Teachers' service commission.

Keywords: *Transparency Practices, Integrity Practices, Accountability Practices, Teachers Service Commission*

1.1 Introduction

Sixty percent of all Kenyan government expenditure is realized through sourcing making ethical sourcing a critical practice in procurement management. Ethics is an activity that explores the moral standards of a society and asks how and when to apply them to one's life (Sacconi, 2010). Ethical sourcing throughout the world means ensuring that the workers who make the products are paid fair wages and that all human rights are respected, that the factories are clean and safe working environments and that all social and environmental aspects of production are addressed to the workers. Public service providers are under pressure to deliver a high level of service to their customers; who visits them clearly depends on the equipment and machines used to deliver those services. Therefore, the ethical sourcing practices adopted by these entities should be of concern if quality is to be appreciated (Okoth, 2011).

Organization performance involves the conversion of inputs into outputs in order to realize definite results. According to Barney, (2011) the organizational performance concept is founded on the premise that a business is the intended relationship of productive assets, which includes physical, human, and capital resources, with a purpose of achieving a mutual goal. The global commissions are deploying best ethical practices being: demand management, sourcing strategy development, negotiation and contracting, new supplier selection, supplier relationship management, risk management, commercial skills, basic knowledge of intra departmental activities, costing and pricing, e-sourcing, and supply market analysis.

In Africa, the market leader commissions scrutinize their strategic sourcing internally and subject the strategy to review by one or more external stakeholder groups (the public, end users, and finance). Cullen and Webster (2007) reported that researchers saw tremendous growth in e-commerce worldwide as reflected in the huge volume of goods and services traded between companies, especially in the B2B arrangement. B2B has facilitated transactions among banking institutions, procurement and marketing activities such as EFT transfer of electronic funds. Transparency is increasingly motivating the B2B and B2C markets, with business success being heavily influenced by ethical sourcing of best practices across the African continent.

As depicted by Nyamu (2012), it is reported that the East African financial institutions lost \$48.3 million in fraudulent practices between 2011 and 2012 where Kenya was ranked the highest at 39% while Uganda followed at a close range at 31% and Tanzania

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at 30% of the total loss through fraudulent practices. As per Harzing (2010) views, fraudulent practices not only reflects the performance of a company in sales figures but also replicates adjustments in market size or any change in the prevailing economic conditions. Organizations are involved in the procurement process; more important is the concept of ethical practices to gain a better understanding of the actual costs involved in achieving ethical supply.

Sourcing has been seen as a chief sector in Kenya as it involves the acquisition and disposal of goods that in turn results in the smooth running of different public and private institutions (Mathenge, 2012). The procurement function in Kenya has grown enormously over the past ten years and over time; procurement activities have largely been coded in procurement law and regulations. According to the Chartered Institute of Purchasing and Supply (CIPS), the ethical sourcing process is designed to ensure that the products obtained are obtained in a responsible and sustainable manner. In the Teachers Service Commission where procurement of goods and services are funded by public expenditure, it is imperative that sourcing practices are executed in an ethical manner, with the responsibility transparency, integrity and, accountability (TIA) with sustainability leadership and governance. TSC reviews the procurement strategy that covers risks and engagement of suppliers on a regular basis. The SCMS strategy for sustainable sourcing is aligned with the strategic plan of the Teachers Service Commission. Ethical sourcing practices include an understanding of the operations of suppliers, and when improvement is necessary or appropriate, the procurement professional should provide guidance and support.

1.2 Statement of the Problem

According to GoK (2010) estimations, public procurement is said to account for more than 10% of Kenya's Gross Domestic Product (GDP). Public procurement is said to be at the top of sectors with a likelihood of high unethical practices with this amount of resources. This means seeking protection against corruption and ethical abuse. Unethical sourcing practices in commissions involve unlawful self-enrichment and their closest friends through abusing their confidence in public procurement (Basheka & Tumutegyeize, 2010). Okwiri (2012) studied the ethical roles of oil companies supply chain management and found that employees should be ethically responsible for improving procurement performance. Ogolla and Kinyua (2013) discovered in their study that in spite of the presence of devolved funds, there is internal ineffectiveness among commissions made them fail to achieve the desired results. Ogolla and Kinyua (2013) discovered in their study that despite the existence of devolved funds, internal inefficiency among commissions made them fail to achieve the desired results. In the commission, however, strategic sourcing is characterized by unethical practices that include lack of transparency, integrity and accountability (TIA). Ethical practices validate the results of performance and measurement.

According to financial year latest report covering 2016/2017 there is national outcry and demand for belt-tightening and frugal use of national resources. The Auditor General has unearthed what amounts to fiscal carnage exemplified by wastage, unexplained expenditures and outright loss of cash running into millions of shillings in the counties in previous term. A review of the 2013 - 2015 period of public procurement entities in Kenya indicates that 132 work contracts incurred up to 30 percent of the initial amount

due to a lack of information on procurement of goods and services (PPOA, 2010). The financial statement of Judiciary Service Commission for the year ended 30th June, 2016 in his qualified opinion outlines the appropriation account for the year 2015/2016 resulting to under expenditure of 17% of total budget with no explanation to the low absorption compared to previous financial year.

Rottig, Koufteros and Umphress (2011) noted that staff in the supply chain could succumb to this pressure and engage in unethical practices with business commissions experiencing a rise in demand for reduction in costs and unachieved objectives. Unethical procurement practices prohibit public trust infringement by discouraging a public employee from seeking personal gain through conduct that is inconsistent with proper performance of the duties of the employee. While studies were conducted in the public sector on ethical sourcing practices, no single study recorded findings on the Commission for Teachers Service. This therefore arouses more critical academic thinking within the subject area. There is a knowledge gap that needs to be filled. Thus, this study sought to analyze the influence of ethical sourcing practices on the performance of TSC while mitigating appropriate ways of addressing ethical sourcing malpractices challenges in procurement.

1.3 Purpose of the Study

- i. To evaluate influence of accountability practices on performance of Teachers Service Commission
- ii. To examine influence of transparency practices on performance of Teachers Service Commission
- iii. To assess influence of integrity practices on performance of Teachers Service Commission

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Teleological Theories- Utilitarianism

Jeremy Bentham and John Stuart Mill (1861) as cited by Bauman-Vitolina, Cals and Sumilo (2016) developed this theory. It emphasizes both good and bad behavior. If the good is maximized, it is only the good that is regarded as impartial. When the total quantities of utilities produced by the act exceed the overall total of the utility quantities generated by any act carried out by the agent is ethically correct. The theory concerns the current study as it is expected that contract staff will follow the common law.

2.1.2 Deontological Theories- Kantian Ethics

An adversary of utilitarianism was Immanuel Kant (1780- 1965 - 1804). Deontology theories suggest that while an act's effects are good, others are said to be wrong ways. The actions especially in deontological theories are mainly evaluated on the basis of an actor's duty or intentions as ethical or unethical. They are said to incline towards certain ethical codes and in a way attempt to sidestep misconduct. TSC has a service charter that provides statements of value especially on all of its available services it delivers to its esteemed customers. The regulations of the commission form the charter of service.

In his description, Kant described duty mainly as the action that is purposely practical in line with this law and duty. The companies that strictly adhere strictly to the generally accepted moral standards and legal practices often observe the set ethical codes of conduct and they at all cost devoid of any misconduct.

2.1.3 Dynamic Capabilities Theory

A dynamic capability is the ability of the company to link, construct and reengineer internal and external capabilities to deal with rapidly changing environments. Therefore, dynamic capacity reflects the ability of an organization to achieve new and innovative competitive advantage forms because of its path and market position (Leonard - Barton, 1992). One aspect of the strategic problem of an innovative company in a competitive Schumpeterian world is to identify the most likely to support valuable products and services that are hard to imitate within and outside. The resource - based approach sees commissions not taking advantage of strategic investments with superior systems and structures. However, if closely matched in a general sense, they can show asymmetries that can be analyzed by game theorists.

2.2 Conceptual Framework

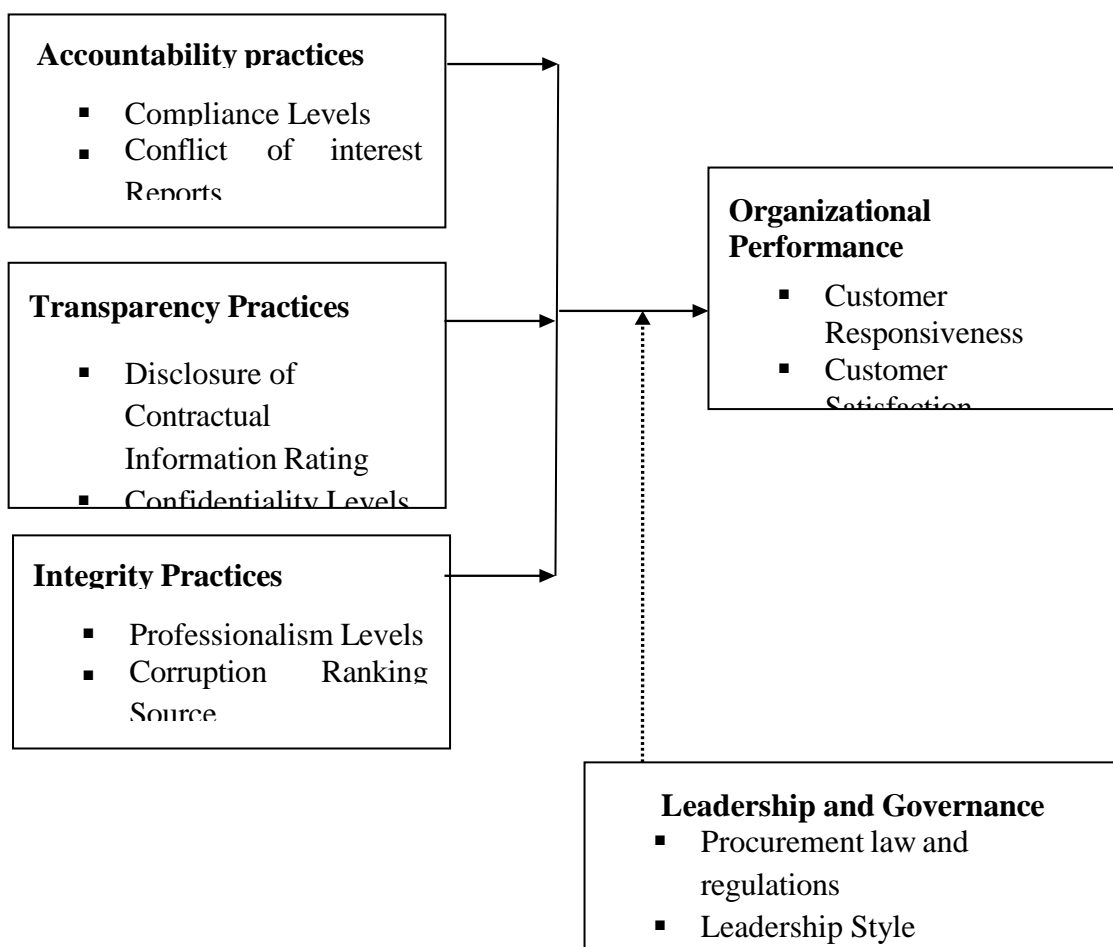


Figure 1: Conceptual Framework

3.0 Research Methodology

A descriptive research design survey was adopted for the study. The study was carried out at the headquarters of the Teachers Service Commission in Nairobi County, upper hill, Kilimanjaro road, TSC house. The target population was 1351 secretariat staff distributed at the TSC of Kenya. For selecting sample size from the target population, stratified proportionate sampling was used. The sample size table of Krejcie and Morgan (1970) was used to select an appropriate sample size. A proportionate representation was selected from each stratum from the target population of 1351. TSC secretariat is distributed among seven directorates in the Commission. Two stage sampling namely; Probabilistic method and proportionate were used to select a sample of 239 secretariat staff from the TSC headquarters to participate in the study. Questionnaires were used to collect data. Data was analyzed using descriptive and inferential statistics. Descriptive statistics entailed the measures of central tendency.

In this regard the mean standard deviation and the variance. Correlation and regression analysis involved statistics that are inferential. Correlation was used to analyse the strength and direction of the association between two variables. Multivariate analysis was used to test the relationship between strategies for value innovation and organizational performance. Analysis of statistics of variables (ANOVA) (F-test) was used to present the significance of the regression model.

$$\text{Hence } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y= Performance of TSC,

β_0 = Regression constant

$\beta_1 \beta_2 \beta_3$ = Regression Coefficient

X_1 =Transparency Practices

X_2 = Integrity Practices and,

X_3 =Accountability Practices

e = Error term

4.0 Research Findings, Analysis and Discussion

4.1 Response Rate

Krejcie and Morgan (2009) tables were used to arrive at the 239 sample size while stratified proportionate sampling was used to obtain various respondents from the eight population stratus at TSC Nairobi office. Questionnaires were used to collect data from the respondents. The response rate is as shown in Table 1.

Table 1: Response Rate

Response	Frequency	Percent
Responded	230	96.2%
Non-Responded	9	3.8%
Total	239	100.00%

Among the 239 respondents sampled to participate in the study, a total of 230 responded while 9 did not respond to the research instrument. The respondents who successfully completed research instrument formed a response rate of 96.2%. According to Dixon (2012), a response rate of 50% and above is adequate to draw conclusion on the study phenomenon. Therefore, the response rate in this study was enough to draw inference on the influence of ethical sourcing practices and performance at TSC.

4.2 Descriptive Statistics of Ethical Sourcing Practices and Performance of TSC

4.2.1 Accountability Practices and Performance of TSC

When asked to what extend does accountability influence performance of the commission majority of the respondents, 57.3 % agreed to great extent, 28.9% agreed great, 10 % of the respondents agreed to a moderate extent and a minority 5.4% disagreed as indicated in Table 2. This is an indication the respondents appreciated the role accountability played in promoting the commissions performance.

Table 2: To what extent does accountability influence Performance of TSC?

	Frequency	Percentage
Great extent	137	57.3
Agreed	69	28.9
Moderate extent	24	10.0
Disagreed	13	5.4
Total	239	100.0

4.2.1 Influence of Accountability practices on Performance of TSC

To establish the influence of accountability practices on performance of TSC the respondents were asked to relate conflict of interest disclosure and need for ethical compliance to customer's responsiveness and satisfaction by the commission on ethical sourcing basis. Results are presented in Table 3.

Table 3: Accountability Practices and performance of TSC

Statement:	<u>S</u> <u>A</u>	<u>A</u>	<u>N</u>	<u>D</u>	<u>S</u> <u>D</u>	<u>%</u>
	%					
1. Need for high compliance levels significantly influences the customer responsiveness in the commission	75.7	18.9	4.5	0.9	---	100.0
2. High ethical compliance levels influence the levels of customer's satisfaction in the commission	68.5	27.0	4.5	---	---	100.0
3. Need for high conflict of interests reports significantly influences the customer responsiveness in the commission	61.3	31.5	5.4	1.8	---	100.0
4. Respondents high ethical conflicts of interest results influences the levels of customer satisfaction in the commission	55.9	41.4	2.7	---	---	100.0

Key SA – Strongly Agree, A – Agree; D- Disagree SD – Strongly Disagree

TSC ensures all staff involved in the sourcing process declare conflict of interest wherever necessary as indicated by majority of the respondents 75.7% strongly agreeing, 18.9% agreeing, 4.5% being neutral while less one percent of the respondents disagreeing and no response for strongly agreeing respectively. This is an indication that the procurement is carried above board with minimal influence if any. Majority of the respondents, 68.5 % strongly agreed bidders have access to information and are notified of key decisions in writing, 27% agreed, 4.5% were neutral while no response for disagreeing and strongly disagree respectively. This indicates that the commission applies to a great extent the principles of publicity, competition and access to information as outlined in PPDA, Act 2015 (GoK, 2015).

This results in high customer satisfaction as indicated by majority, 55.9% of the respondents strongly agreeing, 43.4% agreeing, zero respondents being neutral and disagreeing respectively while less than 1% of the respondents strongly disagreed. This is an indication that TSC fairly follows the law resulting into high customer responsiveness by its supply chain.

4.2.2 Transparency Practices and Performance of TSC

When asked to what extend does transparency influence performance of the commission majority of the respondents, 60% agreed to very great extent, 37% agreed to great extent and a minority, 3% agreed to a moderate extent. This an indication the commission respondents understands the role transparency practices play in improving performance of TSC as indicated in Figure 2.

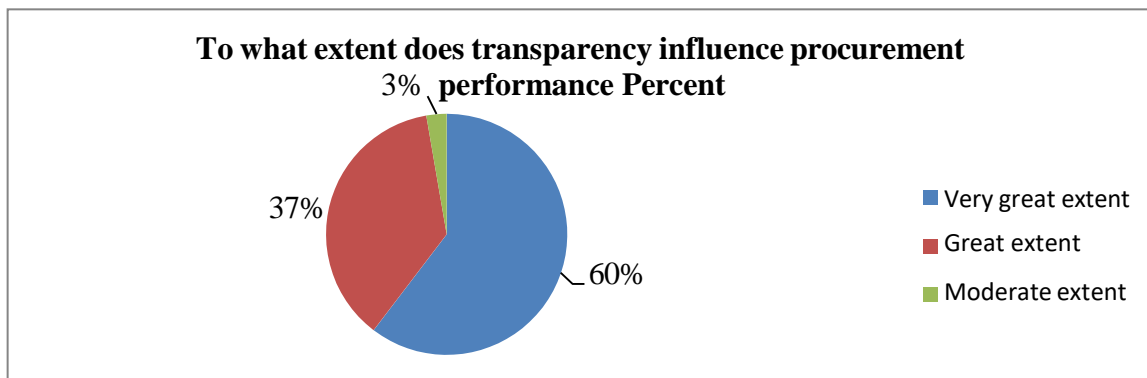


Figure 2: Extent to which transparency influence performance

4.2.2.1 Influence of Transparency Practices on Performance of TSC

When asked to respond to various transparency practices; professionalism levels and corruption rankings the respondent's results are indicated on Table 3. Majority of the respondents, 68.5% strongly agreed that professionalism promotes high customer responsiveness during procurement process, 27.9% agreed while minority 3.6% was neutral. This indicates that professionalism is a key pillar of supply chain responsiveness resulting into high customer satisfaction. Majority of the respondents, 52.3% strongly agreed that high ethical corruption ranking sources positively influences customer's satisfaction in the commission, 45% agreed while minority 2.7% was neutral. This indicates that the commission deliberately promotes ethical sourcing practices especially so as to be ethically ranked highly and meet its customer satisfaction set levels.

Table 3: Transparency Practices and Performance

Statement:	<u>S</u> <u>A</u>	<u>A</u>	<u>N</u>	<u>D</u>	<u>S</u> <u>D</u>	<u>%</u>
						%
1 Need for high professionalism levels significantly influences customer responsiveness in the commission	8.5	27.9	3.6	---	---	100.0
2. High ethical corruption ranking sources positively influences customer's satisfaction in the commission	52.3	45.0	2.7	---	---	100.0

Key SA – Strongly Agree, A – Agree; D- Disagree SD – Strongly Disagree

4.2.3 Integrity Practices and Performance of TSC

When asked to what extent does integrity influence performance of TSC majority of the respondents, 64% agreed to very great extent, 31.5% agreed to great extent, 2.7% of the respondents agreed to a moderate extent and a minority 1.8% did not respond to the question as indicated in Table 4. This is an indication the respondents appreciated the role integrity played in promoting performance.

Table 4: To what extent does integrity influence performance of TSC?

	Frequency	Percentage
Very great extent	71	64.0
Great extent	35	31.5
Moderate extent	3	2.7
No response	2	1.8
N	111	100.0

4.2.3.1 Influence of Integrity Practices on Performance of TSC

To establish the influence of integrity practices on performance of TSC the respondents were asked to relate code of conduct, corporate compliance programs, trainings, due diligence policies and accountability of procurement procedures in relation to procurement performance. Majority of the respondents, 61.3% agreed to very great extent, 32.4% agreed to great extent, 4.5% of the respondents agreed to a moderate extent and less than 1% to small extent and no extent respectively to existence of code of conducts at TSC as indicated in Table 5. This is an indication that the commission has put in place known codes of conducts so as to guide their staff on ethical behavior within their operations. When asked about the existence of corporate compliance programs and their relationship to promoting integrity in the procurement process, majority of the respondents, 53.2% strongly agreed, 41.4% agreed while minority 5.4% agreed to a moderate extent. There was no respondent agreed to a small extent and no extent. This indicates that the corporate compliance programs being undertaken by the commission are of good use in promoting integrity of the procurement process.

Trainings on compliance standards and procedures reduces fraud as indicated by majority of the respondents, 50.5% strongly agreed, 39.6% agreed while 9% agreed to moderate extent and no responses for no extent. Development of due diligence policies and procedures reduces corruption at the commission as indicated by 53.2% strongly agreed, while 38.7 agreed to a greater extend, 5.4% agreed to moderate extent while only 2.7 agreed to a small extent, there was no response for no extent. This is an indication that TSC endeavors to promote integrity through training of its staff on ethical practices so as to achieve high compliance levels. The commission ensures accountability in procurement procedures to promote integrity since majority of the respondent's 55.9% agreed to a great extent, 37.8% agreed, 5.4% moderately agreed, 3.6% agreed to a small extent and there was no response for no extent agreed option.

Table 5: Integrity and performance of TSC

Statement:	great extent	agreed	Moderate extent	Small extent	No extent	Percentage
	Percentage					
1. Existence of code of conduct ensures integrity in the commission	61.3	32.4	4.5	0.9	0.9	100.0
2. Existence of corporate compliance programs promotes integrity	53.2	41.4	5.4	---	---	100.0
3. Trainings on compliance standards and procedures reduces fraud	50.5	39.6	9.0	0.9	---	100.0
4. Development of due diligence policies and procedures reduces corruption	53.2	38.7	5.4	2.7	---	100.0
5. The commission ensures accountability in procurement procedures to promotes integrity	55.9	37.8	3.6	2.7	---	100.0

4.2.3.2 Measurement of Performance of TSC

From the reviewed literature ethical practices was deemed to influence Performance of TSC. To commissions' staff response indicates that indeed EPs has an impact on POP, respondents were asked to express the extent to which the procurement performance was influenced by various ethical practices. The findings were as shown in Table 6.

Table 6: Measurement of Performance of TSC

Statement:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Percentage
	Percentage					
1. The commission has improved as a result of ethical practices during procurement process	52.3	39.6	6.3	1.8	---	100.0
2. Quality is achieved since defects rate in your products are zero defect or minimal	45.0	43.2	11.7	---	---	100.0
3. Operations in the commission runs smoothly due supplier delivery time	42.3	43.2	14.4	---	---	100.0
4. There is reduction of operating cost as a result of ethical practices	44.1	43.2	12.6	0.9	---	100.0
5. The commission enjoys competitive advantages as a result of ethical practices since officials ensure goods, works, services and capital assets are within the legal framework	45.9	39.6	8.1	5.4	0.9	100.0

The commission has improved as a result of adoption of ethical practices during procurement process with 52.3% strongly agreed, 39.6% agreed, 6.3% were neutral while 1.8% and no respondent disagreed and strongly disagreed respectively. At TSC quality is achieved since defects rate in their products are zero defect or minimal as indicated by 45% strongly agreeing, 43.2% agreeing, 11.7% being neutral while 43.2% and zero respondents disagreeing and strongly disagreeing respectively. This clearly indicates that the commission's commitment to achieve high performance through zero defects in their products.

Operations at TSC run smoothly due supplier delivery time as indicated by 42.3% of the respondents strongly agreeing, 43.2% agreeing, 14.4% being neutral while zero respondents disagreed or strongly disagreed. This clearly indicates that the high procurement performance is achieved as a result of good supplier management by the staff. TSC has experienced reduction of operating cost as a result of ethical practices as indicated by majority 44.1% of the respondents strongly agreed, 43.2% agreed, 12.6% being neutral while less than 1% of the respondents disagreed. The reduced operational costs is a good procurement performance indicator and indication that ethical practices have a direct influence on Performance.

The commission enjoys competitive advantage as a result of ethical practices since officials ensure goods, works, services and capital assets are within the legal framework as indicated by majority, 45.9% of the respondents strongly agreeing, 39.6% agreed, 8.1% were neutral, 5.4% disagreed while less than 1% strongly disagreed. This indicates that adoption of ethical practices by TSC has really improved its Performance of TSC resulting to its high competitiveness.

4.3 Inferential Statistics

To establish the association between the independent and dependent variables, correlation and regression analysis were undertaken.

4.3.1 Correlation Analysis

Correlation analysis was undertaken to establish the association between the study variables. Pearson correlation was employed to indicate the strength of correlation. These associations were tests for significance at 95% confidence level. The findings are as shown in Table 7.

Table 7: Correlation Results

	FPP	TPP	IPP	PPP
	1	.169	.073	.195*
AP		.076	.446	.041
	111	111	111	111
TP	.169	1	.255**	.073
	.076		.007	.447
	111	111	111	111
IP	.073	.255**	1	.265**
	.446	.007		.005
	111	111	111	111
P	.195*	.073	.265**	1
	.041	.447	.005	
	111	111	111	111

Positively strong correlation was found between accountability and integrity practices ($r = 0.440$). Therefore, increased accountability practices are associated with enhancement integrity practices. Positively weak correlation was established between integrity and transparency ($r = 0.073$). The correlation was significant at 95% confidence level

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(p -value = $0.018 < 0.05$). Positively strong correlations were established between transparency and; integrity practices ($r = 0.265$) and professionalism ($r = 0.440$). All these correlations with Performance of TSC were found significant at 95% confidence level. Positively low correlation was also found between Performance of TSC and integrity practices as well as accountability practices ($r = 0.162$ and 0.122).

4.3.2 Regression Analysis

This study sought to analyse the influence of ethical sourcing practices and Performance of TSC at TSC. The independent variables therefore were transparency practices, integrity practices and accountability practices. The dependent variable was performance of TSC. Regression analysis was undertaken to establish if the independent variables significantly affect Performance of TSC. Model summary results are presented in Table 8.

Table 8: Analysis of Variance (ethical sourcing Practices and Performance)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.152	5	1.830	6.222	.000 ^b
Residual	30.886	105	.294		
Total	40.037	110			

Model summary in regression analysis points out to the results of goodness fit. R squared is the coefficient of determination. In this study, the coefficient of determination was 0.231. This indicates that 23.1% of variation in Performance of TSC is explained by independent variables coupled. A proportion of 76.9% of variation in Performance of TSC is explained by other variables not included in this study. This indicates that ethical sourcing practices are not the major contributors of Performance of TSC. Analysis of variance describes the significance of the overall model. From the results, the F statistic was 62.22. *P value* was 0.00 smaller than the critical *p* value 0.05. Therefore, the model was significant at 95% confidence level.

Table 9: Regression Coefficients

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.073	.864		.217
	TPP	-.029	.150	-.017	.849
	IPP	.562	.126	.411	.000
	AP	.167	.143	.104	.245

a. Dependent Variable: PpP

Constant for the regression model in this study had a coefficient of 1.073 not significant at 95% confidence level (p value = 0.849 greater than 0.05). Integrity practices had the greatest coefficient of 0.562. The relationship between integrity practices and Performance of TSC was found significant at 95% confidence level (P value = 0.00). This implies that integrity practices promote procurement performance and vice versa.

Accountability practices had a coefficient of 0.167 denoting a positive correlation with procurement performance. This relationship was not significant at 95% confidence level (P value = 0.245). Professionalism practices had a positive coefficient of 0.157 though the relationship between the two was not significant at 95% significance level (P value= 0.208). Transparency practices on the other hand had a negative coefficient of 0.29. The relationship between Transparency practices and procurement performance was not significant at 95% confidence level.

Fitting the Regression Model

The study model was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y= Performance of TSC,

β_0 = Regression constant

$\beta_1, \beta_2, \beta_3$ = Regression co-efficient

X_1 =Transparency Practices

X_2 = Integrity Practices and,

X_3 =Accountability Practices

e = Error term

Based on the significant variables, the fitted model became

$$Y = 1.073 - 0.029X_1 + 0.562X_2 + 0.167X_3$$

5.0 Conclusion

Both descriptive and inferential analysis established that ethical sourcing practices positively affect Performance. The study therefore concludes that ethical sourcing practices are key components of cost reduction and quality improvement in the procurement process. The findings of this study find a significant relationship between ethical sourcing practices and Performance. Thus, the study concluded that, institutions adopting ethical sourcing practices experienced enhanced Performance.

The regression model used in this study was significant at 95% confidence level. The model (without moderator) was also found to explain 22.2 % variations in Performance. This implies that, the independent variables used in this study are significant in determining Performance though not adequate. The low percentage of the independent variables influencing the dependent variable is a clear indicator that Performance is multifaceted. Therefore, this study contributes to the body of knowledge that ethical sourcing practices leads to enhanced performance of the commission.

6.0 Recommendations

The findings of this study established that ethical sourcing practices has a positive influence on Performance of TSC as most of the respondents acclaimed that it leads to high quality products, reduced operational costs and timely supplier deliveries. Therefore, this study recommends that, institutions should endeavour to embrace ethical sourcing practices in their procurement processes and procedures.

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