

Determinants of Moral Motivation in Public Procurement Management in Uganda

Peter Adoko Obicci

POA-Kittim Consultants, C/O Box 7003, Kampala, Uganda

ABSTRACT: The issue of moral motivation in public procurement management has received little attention among scholars and researchers. This study was aimed to investigate factors affecting moral motivation in public procurement management in Uganda. The literature relating to the study was reviewed and a conceptual framework developed. Descriptive research design, specifically a survey study was employed in carrying out the research. The target population of the study was people involved in procurement activities in Uganda that consisted of a sample of procurement professionals/practitioners from each of 25 selected procurement and disposal entities. The research instrument was a structured questionnaire that was self-administered to the 60 potential respondents. Both Univariate and Bivariate analyses were employed in analyzing the data with the use of SPSS computing software version 17. In testing the three hypotheses, “t” test and “F” test were applied. While computing, a P value equal to 0.05 was considered of high significant level and a value of a significant level was taken to be equal to 0.10. As indicated by the results of the findings, it was noted predisposing, enabling and reinforcing factors do significantly affect moral motivation in public procurement management in Uganda. It was further revealed that individual factors play a dominant and vital role in determining moral motivation in public procurement management in Uganda. However, great attention should be paid on these three factors in strategically managing public procurement.

Keywords: Environmental factors, Individual factors, Organizational factors, Management, Moral motivation, Public Procurement

1.0 INTRODUCTION

Much as the issue of moral motivation in public procurement management has received little attention among scholars and researchers, the critical place of public procurement cannot be disputed given the fact that it is the biggest spender of public fund (Rosmawati & Norbahiyah, 2013). As such, public procurement requires the application of highest professional standard to ensure value for money as the government spends money on behalf of taxpayers. According to Korosec and Bartle (2003), best use of “value for money” involves client satisfaction, public interest, fair play, honesty, justice and equity. They contend that this can best be achieved through proper public procurement management. To this effect, public procurement management should be seen as planning, directing and controlling resources (people, equipment and material) to meet procurement needs of government. Procurement needs of government range from routine items (e.g. stationery, temporary office staff, furniture or printed forms) to complex spend areas (e.g. construction, Public Private Partnership projects, disposal of assets, consultancy and non- consultancy services) (Mangan, Lalwani & Butcher, 2008).

In the course of providing these needs, recent studies have emphasized the central role of moral and ethical behavior in addition to technical and professional competencies of those entrusted to

manage the process (Ndumbi & Okello, 2015). For instance, Rossi, (2010) asserts that ethical code is not only a deterrent of incorrect behavior but also an enabler for all members of the organization to safeguard the ethical legacy of the firm. But as claimed by Sama (2014), everywhere malpractices in public procurement management has become one of the cancer worms that have eaten deep into the fabrics of the society. As organizations flatten (for example through malpractices like conflict of interest, corruption, fraud), more will depend on management to promote effective public procurement as a mean of reducing wastage. In this case, management plays a key role as proper management in particular, is vital in public procurement to achieve higher performance. Public procurement therefore ought to be managed by professionals who are not only technically skilled and competent but also morally incontestable. Several studies have therefore, linked lack of moral motivation and professionalism to numerous malpractices in public procurement (Hui, et. al. 2011; Raymond, 2008).

In Uganda, probable absence of moral motivation among procurement professionals/practitioners seems to account for lack of value for money in all procurement activities. The rampant flouting of procurement processes at all stages is a manifestation of this problem. This contravenes the ethical code of conduct developed by the Public Procurement and Disposal of Public Asset Authority in 2010. In addition to the code, the Authority issues regulations, reporting forms and guidelines from time to time to encourage proper public procurement management (Kalinzi, 2014). Despite these efforts, there is a paucity of evidence linking poor public procurement management to unethical conduct (Basheka & Mugabira, 2008; Ntayi, et. al. 2011). It's therefore safe to assert that the current moral crisis undermines the centrality of public procurement in government function of providing goods, services and works. As suggested by Ntayi, et. al. (2010) at the community level, procurement malfeasance impacts negatively on the quality of social services that are intended to benefit the poor. A major contributory factor for this scenario was found by Kalubanga, Kakwezi and Kayiise (2013) in their study as lack of moral commitments among officers directly involved in the public procurement process. Consequently, the government loses immeasurably in terms of resource wastage and unmet service delivery demands. It is astonishing that so little research has been carried out into moral motivation to improve procurement when it is such a vital, significant part of all ethical conducts. The purpose of this study is therefore, to cover the research gap using evidence from a Ugandan context.

The key purpose of the study was to investigate factors affecting moral motivation in public procurement management in Uganda. Specific objectives were to examine the interrelationship between main three factors (individual, organizational and environmental) and to identify the effects of each on moral motivation in public procurement management. To this effect, three research questions were addressed. They are: what is the degree of influence made by three factors (predisposing, enabling and reinforcing) on moral motivation in public procurement? What is the interrelationship between the three factors (predisposing, enabling and reinforcing)? What is the influence made by each of the three factors (predisposing, enabling and reinforcing) on moral motivation in public procurement management? Three hypotheses in relation to predisposing, enabling and reinforcing factors were developed and tested. Public procurement Management was estimated in terms of efficiency, effectiveness, equity and economy associated with quality performance improvement.

The study will benefit the public procurement management teams of Uganda by providing the findings on the factors that affects moral motivation in public procurement process. This will as well

help the Public Procurement Entities to adhere to the ethical framework of regulating public procurement as stipulated in the Public Procurement and Disposal code of conduct 2010. The study will benefit policy makers and other practitioners in matters that regard to moral motivation and public procurement and issues there in. In this case the policy makers and other practitioners would be in a position to draw up or improve the current strategies guiding the uptake of public procurement management. The research will most importantly serve as a basis for further research in the field of procurement especially in the realms of ethics.

2.0 LITERATURE REVIEW

Literature review was conducted for the study as a mean to consider the critical points of current knowledge. This includes substantive findings, as well as their theoretical and methodological contributions to the thesis of this study. The review caters for the theoretical and conceptual aspects of the study with a summary at the end.

2.1 Theoretical review

This study is informed by ethics theory and theory of planned behavior. These theories helped to make logical sense of the relationships between predisposing, enabling and enforcing factors and moral motivation in public procurement management.

2.1.1 Ethics theory

Ethics is that which seeks to define what is right and what is wrong. It helps to understand what actions are good and why they are good and what other actions are wrong and why they are wrong. According to Northouse (2001), ethics theory provides a set of principles that guide individuals in making decisions about how to act and how to be morally decent person. It is basically either about character or conduct. Ethics theory about character is virtue-based theory that focuses on the character of individuals, and it stresses qualities such as courage, honesty, fairness, and fidelity. Ethics theory about conduct emphasizes the consequences of an individual behavior or the rules that govern their behavior using teleological and deontological approaches respectively. Deontological approach is concerned about moral obligation. It states that what is morally right is not dependent upon producing the greatest level of good as opposed to evil, but rather is determined by characteristics of the behavior itself. It normally takes either the rule or act path. Rule deontology holds that in all circumstances individuals should follow a set of predetermined standards or rules, so that behavior is ethical or unethical not as a consequence of the action, but as compared to the standard themselves (Aronson, 2001). Accordingly, act deontology is that people act ethically according to their norms, but this is limited to particular behaviors, implying there may be exceptions to the rule (Abrhiem, 2012). On the other hand, the teleological approach takes the criterion of what is ethically right and the non-moral value that is created. It postulates that an act is moral if it is judged to produce a greater degree of good over evil than any other alternatives, and is immoral if it does not do so. In this case non-moral pertains to the absence of a moral or ethical issue in determining the value (Abrhiem, 2012). Teleological approach contend that deciding whether an act is right or wrong is based upon whether the consequences of the act are good and bad or that only pleasure is inherently good and only pain inherently bad. It calls for evaluation of each behavior in terms of its potential to produce the greatest good for the largest number of people. However, it would seem people are neither entirely deontological nor entirely teleological in their moral point of view (Abrhiem, 2012). This is because human disposition is motivated both by a sense of certain principles of right and wrong which do exist and at the same time by a concern for the consequences

of behavior. It is therefore postulated here that the dimensions of human interaction are based on different influence processes.

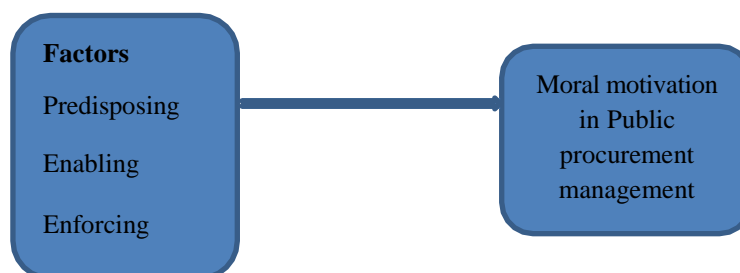
2.1.2 Theory of planned behavior

According to Armitage and Conner (2001), the theory of planned behavior states that moral actions are determined by the experience of the attitudes. It assumes that a person's intention, when combined with perceived behavioral control, will help predict behavior with greater accuracy. It uses attitudes, subjective norms and perceived behavioral control to predict "intention" with relatively high accuracy. It further assumes that behavior is the result of a conscious decision to act in a certain way. It considers volitional control as a variable which means a person must have the resources, opportunity and support available to perform a specific behavior. According to the theory, attitudes develop practically from the beliefs people hold about the subject of the attitude. It further contends that people take action based on the attitude they have developed. Henceforth, it enunciates that behavioral intention is a result of attitude towards the behavior, perceived behavioral control and subjective norms. The attitude towards the behavior measures the degree to which a person has a negative or positive evaluation toward his/her performance of the behavior. Perceived behavioral control refers to people's perceptions of whether or not they can perform that specific behavior and how easy it is to perform. Subjective norms refer to what individuals believe other key people in their lives think about whether or not the individual should perform the behavior (self-efficacy towards the behavior). These perceived opinions help determine whether a person will actually perform the behavior (Bartels, et. al. 2015). This means attitude acts as communication that influences moral actions. So attitude can be said to be significantly correlated with behavior. As such behavior determines human moral or immoral actions making attitude to be a key factor in determining moral action. Simply put, moral attitudes and actions determine human wellbeing and happiness. Thus the perspective of the theory of planned behavior adopted here is because of its primary contribution to the understanding of human behavior. Its implication is that human beings tend to act within the context of the environment as well as individual personality amidst cognitive development to determine their actions.

2.2 Conceptual framework and review

The conceptual basis of this study is premised on the assessment of the determinants that affects the behaviors of procurement professionals and the environment in which they operate. This brings into view the independent variables as predisposing, enabling and reinforcing factors. These factors help to foresee the amount of discrepancy that occurs in moral motivation in public procurement management. The following schematic diagram shows the conceptual framework administered throughout this study.

Figure 1: Conceptual framework



Source: Literature review modified by the researcher

As shown in figure 1 above, it was conceived that moral motivation in public procurement management (dependent variable) is affected by predisposing, enabling and reinforcing factors (independent variables). Each of these factors have different influence on human behaviors leading to either motivation or demotivation in a situation of public procurement management. Hence, the behaviors of procurement professionals/practitioners can be explained as a function of the collective influence of these determinants.

Based on the above conceptual framework above, reviews on the independent variables were carried out leading to the formulation of the hypotheses which were derived tested to determine the influence of the predisposing, enabling and reinforcing factors on moral motivation in public procurement management.

2.2.1 Predisposing factors

The basic principle of moral motivation is correct behavior in reference to a person's specific activity be it professional or non-professional (De Cremer, 2009). However, such activity is normally affected by predisposing factors. Predisposing factors are any characteristics of a person that motivates behavior prior to or during the occurrence of that behavior. They are internal antecedents that motivates characterized by being biologic, psychological, genetic, or socio-cultural. They often affect a person's awareness, knowledge, beliefs, values, and attitudes. As such they interfere with the cognitive and affective dimensions of knowing, feeling, believing, and having self-confidence or a sense of efficacy. In most cases when they turn negative, they induce a person to opt for setting goals that are geared towards fulfilling selfish needs. As a result, the subjective goals culminate in all sorts of immoral conduct and behavior something which seems to be very common among procurement professionals/practitioners in Uganda. So whatever action they undertake, it's predetermined by these predisposing factors. The impact of these factors, however, on behavioral change often depends on their support from enabling and reinforcing factors. Jeppsen (2010) while referring to Immanuel Kant, the 18th century German philosopher argues that the consequences of an action are irrelevant to moral evaluation of that action. To Kant, it is the motivation behind an action that matters. He avers actions that are moral are those that are undertaken out of a sense of duty. It means an individual acts because he/she knows it is "the right thing to do". This is possible because of the unique nature of human beings that enables an employee to think rationally and logically. Rationality induces a person to lead a virtuous life in respect to moral motivation such that the individual acts in the way human being should. It demonstrates that the person has the ability to govern his/her action. This position supports predisposing factors as affecting moral motivation in public procurement management. But Tenbrunsel and Messick (2004) disagree with this position. To them, self-deception is the cause of immoral motivation since it is promoted by psychological forces. They assert that self-deception allows one to behave self-interestedly while, at the same time, falsely believing that one's moral principles were upheld. This position, however, agrees with the position that indicates predisposing factors as affecting moral standards (behavior). It is therefore, hypothesized that;

H1: Predisposing factors directly affect public procurement management.

2.2.2 Enabling factors

Enabling factors are those factors that make it possible (or easier) for individuals to change their behavior or their environment. They include resources, conditions of living, societal supports, and skills that facilitate a behavior's occurrence. Since they are external antecedents to behavior

belonging to the situation, they facilitate behavior. They are conditions of the context which facilitates the performance of action of an organization as well as allow new behavior to be realized. It's their availability and accessibility that makes it possible for a behavior to occur. In public procurement management, for example, new skills may have to be made available and accessible to realize the desired behavior. For instance, a procurement professional/practitioner may have to learn how to translate procurement policy into a specific plan of action. Thus, once a particular procurement problem has been identified, the process of designing effective strategies to address it involves determining which behaviors lead to, or is otherwise associated with, that procurement problem. In short, in all cases, the aim of enabling factors is to render the environment more supportive of and more conducive to behavior change. However, it needs to be noted that in any organization, there are sets of norms, values and beliefs that guides execution of tasks and roles. These sets constitute the moral culture that every employee is expected to be aware of and follow as well so as to fair the organization's overall behavior (Treviño & Brown, 2004). They regulate the relationship between the employee's moral awareness and moral reasoning (Brown & Treviño, 2006). However, suffice to note that, right within the moral culture of an organization, complex situations may seem to defy clear-cut right or wrong solutions, for example, in handling numerous procurement challenges. Loe, Ferrell and Mansfield (2000) attribute this to the influence of organizational climate, culture, rewards and sanctions on moral motivation. A study by Jamrog, et. al. (2005) has similar findings. This explains why individuals who come to the organization with their own set of moral philosophies and beliefs end up getting formed up according to their own experience of the organization overtime. Consequently, the general climate in the organization and especially in the procuring and disposal unit/department must be one of openness, honesty, trust and professionalism if the requisite moral standards are to be upheld (Kangogo & Kiptoo, 2013). From the premises, the second hypothesis developed is

H2: Enabling factors and public procurement management are positively related.

2.2.3 Reinforcing factors

Reinforcing factors are those consequences of an action which provide positive or negative feedback, or support. They also contribute to the persistence or repetition of an action. Positive reinforcement factors arise when a behavior is increased because it is followed by the presentation of something desirable. For example, a procurement professional/practitioner who is praised for conducting a procurement process well will each time maintain the impetus to conduct a procurement process in a transparent manner. Negative reinforcement factors; on the other hand, arises when a behavior is increased because it is followed by the removal of something desirable. For example, in a situation where subsistence allowances, which had earlier on been provided to procurement professionals/practitioners, are suddenly removed, they may end up engaging in immoral behaviors like procurement frauds so as to make ends meet. Whether positive or negative, reinforcement factors include feedback of peers, advices and feedback from superiors/supervisors. The feedbacks can be given through social benefits, training opportunity, and recognition, and status, financial and material rewards. The provision of these feedbacks to the employees require a good moral climate that can enable a procurement professional/practitioner to have locus analysis of moral reasoning to make individual judgment of what is morally appropriate. According to Martin and Cullen (2006), moral climate are independence, caring, law and code, rules and instrumental. In the absence of clear ethical policies, however, moral degeneration can be expected as manifested in the form of the lack of support in the organization, limited productive resource, and unresponsive top management.

Moral behaviors in such environment can be approached from the viewpoints of anthropocentrism, biocentrism, and egocentrism. Anthropocentrism or human centered ethics is the view that all environmental responsibility is derived from human interests alone. It assumes that only human beings are morally significant and have direct moral standing. Since the environment is crucial to human well-being and survival, there is a duty towards the environment; a duty derived from human interest (Desjardin, 2008). Biocentrism is a life centered moral responsibility. According to the broadest version of biocentrism theory, all forms of life have an inherent right to exist (Desjardin, 2008). Egocentrism maintains that the environment deserves direct moral consideration and not consideration that is merely derived from human or animal interests. It suggests that the environment has a moral worth (Desjardin, 2008). Thus an individual's environment affects procurement related transactions, a view shared by Lazarus (2000). He describes psychological environment as centered on the relational meaning that an individual constructs from the person-environment relationship. He sees this relationship as a result of appraisals of the confluence of the social and physical environment and personal goals, beliefs about self and world, and resources. A public procurement officers cognitive evaluation of how „„stressful““ they perceive a procurement related situation or event will be, activates judgments and behavior about the situation. A procurement environment characterized by inadequate financial resources, political interference in the procurement process and influence peddling by politicians makes procurement officers cognitively appraise their value structure against the organizations values if any and adapt behaviors accordingly. Procurement officers who function in environments in which the procurement entities' values are less obvious are left to rely on their own individual differences. Thus, it is hypothesized that

H3: Reinforcing factors positively affect moral motivation in public procurement management.

2.3 Critique of the existing literature

The literatures reviewed argue that public procurement management is subject to the prevailing predisposing, enabling and reinforcing factors at play. Much as in the Uganda, the issue of public procurement management seems to have a very slight iota of moral motivation, the reviewed literatures do not identify lack of moral motivation as the cause of poor public procurement management. Yet well-motivated procurement professionals/practitioners are very much needed for a successful public procurement management. Certainly, there is lack of sufficient information on predisposing, enabling and reinforcing factors to moral motivation among procurement professionals/practitioners in Uganda to enable successful public procurement management. Since the existing literatures fail to capture the effects of these factors, this study will therefore assess the situation to fill the gap.

2.4 Summary

Morally motivated procurement professionals/practitioners are among the essential elements of a successful public procurement management. Furthermore, a good public procurement practice promotes efficiency. This requires that any procurement process must be carried out as cost effectively as possible. It therefore demands that procurement professionals/practitioners should act within the bounds of ethics and morals. Having morally motivated procurement professionals/practitioners is a complex process subject to the interplay of factors. However, well morally motivated procurement professionals/practitioners are important for the success of public procurement management. This can be guided by the theory of ethics and planned behavior that can be integrated to reflect realistically a range of moral motivation. Morality is fundamentally

concerned with the effects of actions on other people. It is principally concerned with regard for the well-being of others that is a helping concern for others with no regard for the cost to oneself. The choice of others before oneself is universal. And this inherent values form part of the heritage of all cultures. It is therefore essential for an individual to be motivated by a desire to benefit others.

3.0 METHODOLOGY

3.1 Design

A descriptive survey research design was used in this study. It allowed an in-depth investigation of factors affecting moral motivation in public procurement management. It also accurately described an association between the variables by minimizing bias and maximizing the reliability of the data (Kothari, 2004).

3.2 Population and sample size

The study targeted all 200 procurement professionals/practitioners at the 25 selected Procuring and Disposal Entities (PDEs) in Uganda. A sample of 60 procurement officers of the total population was obtained using simple random sampling method. The sample was selected so that each person in the population has the same chance of being included. The sample frame of the study included a representative sample of the individuals working in the procurement functions at the selected PDEs. According to Gall, Gall and Borg (2003), at least 30 per cent of the total population is a representative. Out of the 200 procurement officers in the selected 25 PDEs in Uganda, the researcher took 30 per cent of the total population which was 60 respondents ($30/100 \times 200$). Therefore, an average of 2 respondents from each PDE was served with a questionnaire to respond to.

3.3 Data collection

The study relied on primary data. Structured questionnaires were developed and distributed to the respondents for collecting relevant data to the study. Structured questionnaires were used since they are simple to administer and eased data analysis process (Barnes, 2001). The respondents indicated their responses in the space provided.

3.4 Reliability and validity

A pilot study was conducted to pre-test the questionnaire as this brought to light the weaknesses of the data collecting instrument. The questionnaire was edited in the light of the results of the pilot study (Kothari, 2008). The researcher presented five questionnaires to procurement professionals who were randomly selected to check on any ambiguities in them. The feedback was of great help as their inputs were incorporated in the final drafting of the questionnaires. According to Saunders, Lewis and Thornhill (2012), the reliability of a measure indicates the extent to which it is without bias (error free). Reliability was tested using Cronbach's alpha scores. The validity of an instrument is the extent to which an instrument measures what it is supposed to measure. It is concerned with the authenticity of the cause-effect relationships (internal validity) and their generalizability to the external environment (external validity). Principal factor analysis was used to determine the content validity of the instrument. Subsequent to the data collection, all the questionnaires were effectively checked for data authentication. The data was tabularized in line with the objectives of the study (Kombo & Tromp, 2006).

3.5 Measures

In this study, the mean values and standard deviation computed with the aid of five point scale in respect of predisposing, enabling and reinforcing were applied to present the respective data. The continuum was designed by including the ranges running from strongly agree to strongly disagree.

Weight ages or values of 5,4,3,2 and 1 were allocated to the responses taking the direction of the question into consideration. With regard to 15 questions operationalizing the extent of influence, the following score values are presented.

15 x 5=75 Satisfactory responses

15 x 4=60

15 x 3=45 Neutral responses

15 x 2=30

15 x 1=15 Unsatisfactory responses

Unsatisfactory responses lies between 15 and 35, any score between 35 and 55 refers to mediocre responses. Also, scores between 55 and 76 would mean satisfactory responses. Having worked out the categorization, for presenting and analyzing the data, ANOVA technique, Pearson's correlation analysis and multiple regression analysis were employed.

3.6 Data analysis

Collected data were tabulated and further subjected to both quantitative and qualitative analysis. Quantitative data analysis was helpful in data evaluation because it provided quantifiable results that were easy to understand. Qualitative data analysis, on the other hand helped the researcher to gain in-depth understanding of the research findings. Quantitative data was analyzed through descriptive statistics in the form of frequencies tallies and percentages. The statistics were generated using statistical package for social sciences (SPSS) and data obtained was communicated through pie charts and tables. Qualitative data was analyzed by organizing them in accordance with the research questions and objectives. After the analysis, the data was presented in tables and pie charts and recommendations and conclusions made thereafter.

4.0 RESULTS

Frequencies and percentages were used to analyze the classification data. Mean values and standard deviation computed with the aid of five point Likert scale in respect of individual, organizational, and environmental factors were applied to present the respective data. Having worked out the categorization, for presenting and analyzing the data, ANOVA technique, Pearson's coefficient of correlation analysis and multiple regression analysis were employed. Furthermore, "t" test and "F" test were applied for testing respective two hypotheses. In computing P value it was considered that for high significant level should be equal to 0.06 and for significant level α should equal to 0.10.

4.1 Classification data

The researcher analyzed the demographic characteristics of the respondents using the parameters of gender, age, highest level of education attained, and duration each respondent have been working with procurement units. Finding shows that 48 per cent were females and 52 per cent were males. This implies that more males participated in the research than females. Respondents' age is very important in research as people who are old in age may have different opinion than young people due to experience they have so far gained. More so, people of different age may have varying ideas about certain issues. Result of the respondents' age indicates 19 per cent of them are aged below 30 years, 39 per cent are aged between 30-40 years, 27 per cent are aged between 40-50 years and 15 per cent are aged over 50 years. Educational level has an impact on how people respond to different opinion. The result obtained shows 34 per cent of the respondents have education level of diploma, 51 per cent of the respondents are degree holders and 15 per cent of the respondents were postgraduate. This shows the majority of the respondents were degree holders. The time a procurement officer has been working in the procurement unit is helpful because one gain experience about procurement and

will be able to understand how PDEs work and operate. The findings reveal that 16 per cent of the respondent have worked at their respective PDE for a period of less than 1 year, 30 per cent of the respondents have worked in their respective PDE for a period between 1-5 years, 39 per cent have worked at the respective PDE for a period between 6-10 years and 15 per cent of the respondents have worked at their respective PDE for more than ten years. This show that majority of the respondents have worked at their respective PDE for a period between 6-10 years.

4.2 Descriptive and inferential statistics

The following Table 1 shows the mean values and values of standard deviation computed for moral motivation in public procurement management and respective scores relevant to independent variables.

Variables	Mean	Standard deviation
Moral motivation in public procurement management	71	3.9
Predisposing factors	3.80	1.62
Enabling factors	3.54	0.84
Reinforcing factors	3.31	0.97

Table 1: Mean and standard deviation

The table indicates that on an average, moral motivation in public procurement management is at satisfactory level as its mean value becomes 71. If any factor possesses more than three score values that factor is considered as high influential variable relating to moral motivation. Accordingly, it is understood that all the factors (predisposing, enabling and reinforcing) strongly affect moral motivation in public procurement management. In considering the values of standard deviation, it is notable that low values of them lead to get mean values to closer point. Thus, finding is that in achieving optimistic results from considering moral motivation all these factors should be highly focused.

Furthermore, correlation analysis was also made to examine the level of linear correlation that lies between the independent and dependent variables. If "r" value is closed to one, the relationship becomes too strong and if it is close to zero linear correlation becomes almost nil. According to the calculation made, the following correlation values were obtained as in Table 2.

	Mormot Index	Pred.F.	Enab.F.	Rein.F.
Predisposing factors	0.92	1		
Enabling factors	0.89	0.47	1	
Reinforcing factors	0.91	0.49	0.38	1

Table 2: Correlation

At 0.01 levels, the correlation coefficient of independent variables is significant. However, the correlation between them is not dominant but it becomes significant. So the finding is that if these factors are set well, moral motivation in public procurement management can be improved. Predisposing factors were reviewed with achievement, advancement, autonomy, personal growth and recognition. To the results of correlation analysis made in respect of these components, it was found that correlation coefficient of achievement; advancement, autonomy, personal growth and recognition were statistically significant at 71 per cent confidence level. Moreover, it was found that

correlation between personal growth and advancement was 0.92. This implies that respective correlation is statistically significant. Also, it was noted that there is moderate relationship between achievement and recognition because of respective correlation coefficient is 0.32. Anyway, the notable matter is that all these components strongly affect moral motivation in public procurement management.

Enabling factors were also analyzed under the components of leadership, responsibility, the work itself, participation and readiness. The results of these factors indicate a correlation of leadership, responsibility, the work itself, participation and readiness were statistically significant at 82 per cent confidential level. The highest correlation coefficient of 0.89 was found between participation and leadership. The lower correlation coefficient of 0.61 was observed between readiness and responsibility. It can ably be said all these factors significantly affect moral motivation in public procurement management.

The reinforcing factors were reviewed from cultural, economic, political, social and technological perspectives. The results of these factors indicate a correlation coefficient of cultural, economic, political, social and technological were statistically significant at 81 per cent confidential level. The highest correlation coefficient of 0.82 was found between economic and technological perspectives. This implies that respective correlation is statistically significant. On a lower side, a correlation coefficient of 0.56 was observed between cultural and political perspectives. However, it is noticeable that all these factors strongly affect moral motivation in public procurement management. Accordingly, it was found that gradient value of these factors is 0.14. It implies that increase occurring in these factors by one unit leads to increase in moral motivation in public procurement by 14 per cent. P-value is 0.01 and it indicates that at 90 per cent level of probability coefficient is statistically significant. Gradient values of these factors are statistically significant at 98 per cent level of probability.

The respective value of R^2 is 0.9 and "F" value is statistically significant at 98 per cent of probability. They indicate these components strongly affect moral motivation in public procurement management.

The researcher carried out analysis of variance (ANOVA) to determine the relevance of applying regression technique. This was done at significance level of 0.0 of probability. Results of this analysis are given in Table 3 below.

	Total value of squares	Df.	Mean square of squares	F	Significance
Regression	9.53	5	3.4	3308	0.006
Residual	0.34	2.88	0.0014		
Total	9.83	2.90			

Table 3: ANOVA

As "F" value is 3308. It can be concluded that applying regression technique is highly significant. Results of multiple regression analysis made for aggregate moral motivation in public procurement management is revealed by the following Table 4 below.

	t. stat.	P-value	Coefficients
Predisposing factors	10.34	0.07	0.14
Enabling factors	22.14	0.09	0.06
Reinforcing factors	15.16	0.08	0.05

Intercept	1.57	0.15	0.04
-----------	------	------	------

Table 4: Regression

These figures indicate that there is a direct relationship between predisposing, enabling and reinforcing factors and moral motivation in public procurement management. As implied by the R^2 it is understood that 89 per cent of variation of moral motivation in public procurement management is shown by independent variables. Given the gradient value of 0.14 per cent, it seems that increase in these factors by one unit leads to an increase score value relevant to moral motivation in public procurement management by 14 per cent. P-value implies that statistical significance occurs at 95 per cent level of probability. Together with the intercept values, the values of independent variables are statistically significant at 10 per cent level of probability. And also the relevant R^2 is 0.90, when "F" value is statistically significant at 98 per cent level of probability. Thus, the finding is that there is a considerable relationship between predisposing, enabling and reinforcing factors and moral motivation in public procurement management.

4.3 Testing hypotheses

In this regard, P-value of the coefficient of predisposing factors (0.07) should be taken into account. R^2 is 90 per cent. And also; correlation coefficient between predisposing factors and moral motivation in public procurement management is 0.92 and is statistically significant at 95 per cent confidence level. Thus, *H1: Predisposing factors directly affect public procurement management*, can be accepted. Taken into account, the P-value of enabling factors is 0.09. Again R^2 is 90 per cent. Given the correlation coefficient between enabling factors and moral motivation in public procurement management is 0.89 which is statistically significant at 95 per cent confidence level, *H2: Enabling factors and public procurement management are positively related*, is accepted. Respective P-value of coefficient of reinforcing factors is mostly significant (0.08) and R^2 is 90 per cent. The correlation coefficient between reinforcing factors and moral motivation in public procurement management is 0.91, statistically significant at 90 per cent confidence level. Thus, *H3: Reinforcing factors positively affect moral motivation in public procurement management* is accepted.

5.0 DISCUSSION

The findings of this study corroborate the findings of earlier studies. Ntayi, et. al. (2011) found factors responsible for affecting moral motivation procurement professionals/practitioners to include lack of adequate needs assessment, poor procurement planning, interference of high-level officials in the decision to procure, informal agreements on contracts, abuse of non-competitive procedures on the basis of legal exceptions through contract splitting and delays. Other studies (Jamrog, et. al. 2005) cite those factors as loyalty to the employer and the need to remain employed which influence a procurement professional/practitioner's decisions and ultimate moral motivation. Aronson (2001) suggests that the level of moral development does not determine the moral motivation, but only how moral it is. The moral motivation will rather reflect the moral perspective adopted by the individual, based on his or her values. For example, Thai (2001) discusses the influence of the politics of public procurement as forming an iron triangle relationship. To him such a relationship tends to affect moral motivation of procurement professionals/practitioners.

Further, several empirical studies in public procurement from sub-Saharan Africa largely ignore moral work climate and yet the psychological environment of public procurement officers affect their perceptions (Ntayi, et. al. 2010). This is supported by a new stream of research from Ugandan retail outlets of medium to large enterprises which revealed that instrumental moral climate was a

significant predictor of employee behavioral performance (Ntayi, et.al. 2009). Moral work climate is important because organizations that strive for excellence have high expectations for socially responsible and moral behaviors (Ntayi et al., 2011). Unfortunately, this is not the case in Uganda where the PDEs are characterized by high incidence of unethical behavior. This tends to increase the PDEs liability, transaction costs (Neese, Ferrell, & Ferrell, 2005) and low performance. Anyhow, suffice to note that extant research has suggested that the social climate or atmosphere created in a workplace has significant consequences on employee behavior (Ntayi, et. al., 2011) even the perceived availability of social support from colleagues and superiors is an important dimension of the psychological climate in an organization (Martin, Jones & Callan, 2005). Convincingly, therefore, as discovered in the study procurement professionals/practitioners need good moral climate for them to perform their duties diligently. There is therefore need for positive predisposing, enabling and reinforcing factors to be present so that they can perform as required. Anything short of this will instead aid obstacles to derail moral motivation in the procurement management process.

6.0 CONCLUSION

This is an empirical investigation into determinants of moral motivation in public procurement management with a special focus among procurement professionals/practitioners in Uganda. The results of the study are interesting and potentially informative. It was empirically found, consistent with the analytical framework that moral motivation in public procurement management do exists in Uganda. However, it is important to understand the degree of effects of the predisposing, enabling and reinforcing factors on moral motivation is immense and cannot be disputed at least according to the correlation and regression analyses carried out here. Even the hypotheses tested positive for all the variables. This means these factors do have positive effect on moral motivation in public procurement management in Uganda. However, the study was limited to only 25 selected PDE in a single country and concerned with procurement professionals/practitioners only. Anyhow, beyond the findings made under this study, the following alternative researchable areas have been identified by the researcher as timely significant. Since the study was conducted in a single country and even in only 25 selected PDEs, a study could enlarge the sample size and the study area to generalize the findings. Also a study can be conducted on the role of moral motivation in public procurement management.

7.0 ACKNOWLEDGEMENT

I really thank very few friends who continues believe in me despite all the odds of life. All the staff of POA-Kittim Consultants deserves my cordial appreciation. Special thanks to the wonderful people at Non-Olympic Times for publishing this work.

8.0 REFERENCES

- 1) Rosmawati H., & Norbahiyah, O. 2013. Combating Fraud in Public Procurement: A Never Ending Story, Global Trends in Financial Crimes in the New Economies. A paper presented at the 5th International Conference on Financial Criminology (ICFC).
- 2) Korosec, L.R. and Bartle, R.J. 2003. A review of state procurement and contracting. *Journal of Public Procurement*, 3 (2): 83-85.
- 3) Mangan, J., Lalwani, C., & Butcher, T. 2008. *Global logistics and Supply chain management*. New Jersey: John Wiley and Sons.
- 4) Ndumbi, C.W., & Okello, B. 2015. Effect of staff training on level of compliance to public procurement system in parastatal in Kenya. *International Journal of Economics, Commerce and Management*, III (6), 613-626.

- 5) Rossi, C. L. 2010. Compliance: an over-looked business strategy. *International Journal of Social Economics*, 37 (10), 816-831.
- 6) Sama, H. K. 2014. Breaking the Silence: Efficacy of Whistle Blowing in Public Procurement. *Proceedings of the First Middle East Conference on Global Business, Economics, Finance and Banking (ME14 DUBAI Conference) Dubai, October, 10-12*, from www.globalbizresearch.org
- 7) Hui, W. S., Othman, R. O., Norman, O., Rahman, R. A., & Haron, N. H. 2011. Procurement issues in Malaysia. *International Journal of Public Sector Management*, 24 (6), 567-593.
- 8) Raymond, J. 2008. Benchmarking in public Procurement. *Benchmarking: An International Journal*, 15 (6), 782-793.
- 9) Kalinzi, C. 2014. Level of professionalism in public procurement: A survey of selected districts in Uganda. *Net Journal of Business Management*, 2 (1), 1-7.
- 10) Basheka, B. C. & Mugabira, M. I. 2008. Measuring Professionalism Variables and their Implication to Procurement Outcomes in Uganda. *The 3rd International Public Procurement Conference Proceedings*.
- 11) Ntayi, J.M., Ahiauzu, A., & Eyaa, S. 2011. Psychological Climate, Catharsis, Organizational Anomie, Psychological Wellness and Ethical Procurement Behavior in Uganda's Public Sector. *Journal of Public Procurement*, 11 (1), 1-32.
- 12) Ntayi, J.M., Byabashaija, W., Eyaa, S., Ngoma, M., & Muliira, A. 2010. Social Cohesion, Groupthink and Ethical Behavior of Public Procurement Officers. *Journal of Public Procurement*, 10 (1), 68-92.
- 13) Kalubanga M, Kakwezi, P., & Kayiise D. 2013. The effects of fraudulent procurement practices on public procurement performance. *International Journal of Business and Behavioral Sciences*, 3 (1), 17-27.
- 14) Northouse, P. G. 2001. *Leadership: Theory and practice*. California: Sage Publications, Inc.
- 15) Aronson, E. 2001. Integrating leadership styles and ethical perspectives. *Canadian Journal of Administrative Sciences*, 18 (4), 244-257.
- 16) Abrhiem, T. H. 2012. *Ethical Leadership: Keeping Values in Business Cultures*. *Business and Management Review*, 2 (7), 11-19.
- 17) Armitage, C. J., & Conner, M. 2001. Efficacy of the theory of planned behavior: A meta-analytic review. *British Journal of Social Psychology*, 40, 471 - 499.
- 18) Bartels, D. M., Bauman, C.W., Cushman, F.A., Pizarro, D.A., & McGraw, A.P. 2015. *Moral Judgment and Decision Making*, In G. Keren & G. Wu (Eds.) *The Wiley Blackwell Handbook of Judgment and Decision Making*. Chichester, UK: Wiley.
- 19) De Cremer, D. 2009. Being unethical or becoming unethical: An introduction, 3-13. In, De Cremer, D. (Ed.), *Psychological perspectives on ethical behavior and decision making*. Greenwich: Information Age Publishing.
- 20) Jeppesen. R 2010. *Accountability in Public Procurement - transparency and the role of civil society*. Retrieved www.unpcdc.org on October 28, 2015.
- 21) Tenbrunsel, A.E., & Messick, D. M. 2004. Ethical Fading: The Role of Self-Deception in Unethical Behavior. *Social Justice Research*, 17 (2): 223-236.
- 22) Treviño, L. K. and Brown, M. E. 2004. Managing to be ethical: Debunking five business ethics myths, *Academy of Management Executive*, 18 (2), 69-81.

- 23) Brown, M. E., & Treviño, L. K., 2006. Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17, 595–616
- 24) Loe, T.W., Ferrel, L., and Mansfield, P. 2000. A review of empirical studies assessing ethical decision making in business. *Journal of Business Ethics*, 25, 185–204.
- 25) Jamrog, J. J., Forcade, J. W., Groe, G. M., Keller, R., Lindberg, A., Vickers, M. R., & Williams, R. 2005. *The AMA/HRI business ethics survey 2005–The ethical enterprise: Doing the right things in the right ways, today and tomorrow*. American Management Association, Human Resource Institute, Publishers.
- 26) Kangogo, J., & Kiptoo, E. J. 2013. Factors Affecting Ethical Standards in Public Procurement in Kenya. *International Journal of Management Science*, 1 (3): 90-99.
- 27) Martin, K., & Cullen, J. 2006. Continuities and Extensions of Ethical Climate Theory: A Meta-analytic review. *Business Ethics*, 175-94.
- 28) Desjardin, J. R, 2008. *Business Ethics*. London: McGraw Hill Publishing.
- 29) Lazarus, R. S. 2000. Toward Better Research on Stress and Coping. *American Psychologist*, 55 (6): 665-673.
- 30) Kothari, C. 2008. *Research methodology: Methods and techniques*. New Delhi: New Age International Publishers.
- 31) Gall, M. D., Gall, J. P., & Borg, W. R. 2003. *Educational research: An introduction*, (7th Ed.). Boston, MA: A & B Publications.
- 32) Barnes, D. 2001. Research methods for the empirical investigation of the process of formation of operations strategy. *International Journal of Operations & Production Management*, 21 (8): 1076 – 1095.
- 33) Saunders, M., Lewis, P. and Thornhill, A. 2012. *Research Methods for Business Students*. (6th Ed.). Essex: Financial Times/Prentice Hall.
- 34) Thai, K.V. 2001. Public Procurement Re-Examined. *Journal of Public Procurement*, 1 (1): 9-50.
- 35) Ntayi, M. J., Eyaa, S., and Kalubanga, M. 2011. Ethical Culture of SMEs and Perceived Contract Enforcement in Ugandan Buyer-Supplier Contractual Arrangements. *The Journal of Eastern Africa Social Science Research Review*, 27 (2), 51-90.
- 36) Neese, W. T., Ferrell, L., & Ferrell, O.C. 2005. An analysis of federal mail and wire fraud cases related to marketing. *Journal of Business Research*, 58 (6): 910-918.
- 37) Martin, A. J., Jones, E.S., & Callan, V. J. 2005. The Role of Psychological Climate in Facilitating Employee Adjustment during Organizational Change. *European Journal of Work and Organizational Psychology*, 14 (3):263-289.
