

**ETHICAL CULTURE, MORAL AWARENESS, MORAL ATTITUDE AND MORAL
ACTION OF UGANDAN PUBLIC PROCUREMENT OFFICERS**

BY

IRENE NAMUGENYI

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DECLARATION

I, Irene Namugenyi declare that this dissertation is my own original work, and it has not been presented to any university or institution for the award of any academic qualification. Due acknowledgement has been beholden to the work of others.

Signature **Date.....**

IRENE NAMUGENYI

2010/HD10/2654U

APPROVAL

This is to certify that this dissertation has been submitted for examination with our approval as University supervisors.

Signed: Date

JOSEPH M. NTAYI (PHD)

Supervisor

Signed:.....Date.....

Mrs. SARAH EYAA BULAMU

Supervisor

DEDICATION

This piece of work is dedicated to my Lovely son **Daniel Favour Mpungu** and my entire family for being there for me as I struggle with this degree and allowing me time to complete it without any interruptions. It's also dedicated to my great friend Stephen Anecho for the moral, spiritual and financial support and guidance provided to me during the time of study.

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ABSTRACT

The purpose of this study was to investigate the relationship between ethical culture, moral awareness, moral attitude and moral action of staff involved in public procurement in Uganda. The study used a cross sectional survey design and collected data from a sample of one hundred and twelve (112) Procuring and Disposing Entities out of one hundred and seventeen (176) central government Procuring and Disposing Entities. Since individuals form the unit of analysis, a second level of sampling was undertaken. A sample of two hundred and twenty four (224) procurement staff was selected. The study achieved a response rate of 47.3 percent. Results reveal that ethical culture, moral awareness and moral attitude were significant predictors of moral action. We therefore recommend that Procuring and Disposing Entities need to improve ethical culture, moral awareness and moral attitude in order to obtain a positive moral action.

Chapter one; Introduction

1.1 Background

There has been tremendous effort by the Ugandan public procurement and Disposal of Assets authority (PPDA), Ministry of public service and the Ministry of Ethics and Integrity to promote moral awareness among the public procurement officers (Inspectorate of Government report, 2010). Moral awareness refers to being aware that a moral issue exists in a particular situation. This means that an officer handling public procurement in Uganda is able to identify a moral dimension attached to every procurement activity specified in his/her schedule of duties before taking any action that has a moral implication. This is supported by the 5th Schedule of the Public Procurement and Disposal of Assets (PPDA) Act and section 93 (1) of the PPDA Act regulation, specifies codes of ethics which every officer handling public procurement must observe.

The regulatory framework for immoral behaviour of Ugandan public servants are stipulated in the penal code (1964 and 1987), Inspectorate of Governments Act 2003 (IGG Act), the Public Finance and Accountability Act 2003 (PFAA), the leadership code act 2002 (LCA), the Anti-Corruption Act 2009, the Code of conduct and Ethics for Public Officials. In spite of the presence of the above regulatory framework and the efforts undertaken to create moral awareness of public servants, staffs handling public procurement continue to display immoral actions that contradict these regulations. These are visible in the corrupt behaviours and tendencies in the various Procuring and Disposing Entities. This could be partly attributed to the prevailing ethical attitude of PDE staff and ethical culture prevailing in the Ugandan Procuring and Disposing Entities. This is supported by the National Integrity Survey report of 2006, which attributed the immoral actions of public procurement officers to culture and low salaries. Biryetega (2006) contends that this attitude of public officials result into moral actions of theft and embezzlement. He reveals a moral attitude which is skewed in a belief

that a government job marks the end to bad life and poverty and a beginning of creating new wealth.

There is a big decline of public morals in Uganda as many public procurement officers have portrayed a culture of theft, extortion and bribery making it become an accepted way of life (Uganda debt network, 2007). Immoral behaviour has become a culture of no shame, immoral; actions in public procurement, is a normal operation and almost part of the scope of work for such officers. And those involved in such actions see it as a normal life style, an order of the day, an every man's survival avenue, which makes ethical culture in Uganda pathetic (Ntayi, Eyaa and Ngoma, 2010). Ethical culture refers to honouring and living in accordance with ethical principles that help in supporting one another in becoming better people and doing what is good in the world. The Global Integrity (2006) and Biryetega (2006) mentions government failure to create awareness and implement codes of ethics, as the main precursor to immoral actions like the global fund scandal. Unfortunately, empirical studies to corroborate these findings are sparse. For instance, in the global fund scandal the Geneva based global fund awarded Uganda \$367million to be used to support the ministry of health efforts to combat Aids, Tuberculosis and Malaria victims. The officers responsible were aware of what to use the funds for, but surprisingly, an audit carried out by PriceWaterhouseCoopers in August 2005, unearthed immoral acts of embezzlement and misuse of public funds by; i) inflating costs of workshops of staff, ii) producing forged accountability reports, iii) allocating funds to staff to study abroad, iv) forming new non-government organisations and allocating them money without any work done.

1.2 Statement of the Problem

Uganda's public procurement officers are highly challenged with much immoral behaviour in spite of government efforts to discourage such behaviour. This kind of behaviour is a result of

negative moral attitude and weak morals amongst public procurement officers. There is paucity scientific studies from Sub-Saharan Africa, that have attempted to explore these constructs in a highly regulated profession like that of procurement.

1.3 Purpose of the study

This study investigates the relationship between ethical culture, moral awareness, moral attitude and moral action of staff involved in public procurement in Uganda.

1.4 Objectives of the study

The main objectives of the study were;

- i. To examine the relationship between ethical cultures and moral awareness of officers involved in Ugandan public procurement
- ii. To examine the relationship between ethical cultures and moral attitude of Ugandan public procurement officers
- iii. To examine the relationship between ethical culture and moral actions of officers involved in Ugandan public procurement
- iv. To examine the relationship between moral awareness, moral attitude and moral actions of officers involved in Ugandan public procurement

1.5 Research Questions

- i. What is the relationship between ethical culture and moral awareness of officers involved in Ugandan public procurement?
- ii. What is the relationship between ethical culture and moral attitude of officers involved in Ugandan public procurement?

- iii. What is the relationship between ethical culture and moral actions of officers involved in Ugandan public procurement?
- iv. What is the relationship between moral awareness, moral attitude and moral action of officers involved in Ugandan public procurement?

1.6 Scope of the study

The study explored ethical cultures, moral awareness, moral attitude and moral actions of Ugandan public procurement officers and the geographical scope will be limited to PDE's in Kampala.

1.7 Significance of the study

- i. The research will be used by future researchers as reference for their works
- ii. The research will be used by policy makers to draw ideas which will help them to develop ethical codes of conduct
- iii. The research will also help improve on the understanding of ethical cultures, moral awareness', moral attitudes and moral actions of staff involved in Ugandan public procurement
- iv. PPDA will use this research to design and identify appropriate strategies on how to deal with unethical behaviours and actions of staff in public procurement
- v. The study will create new knowledge in the existing literature of ethical culture, moral awareness, moral attitude and moral action.

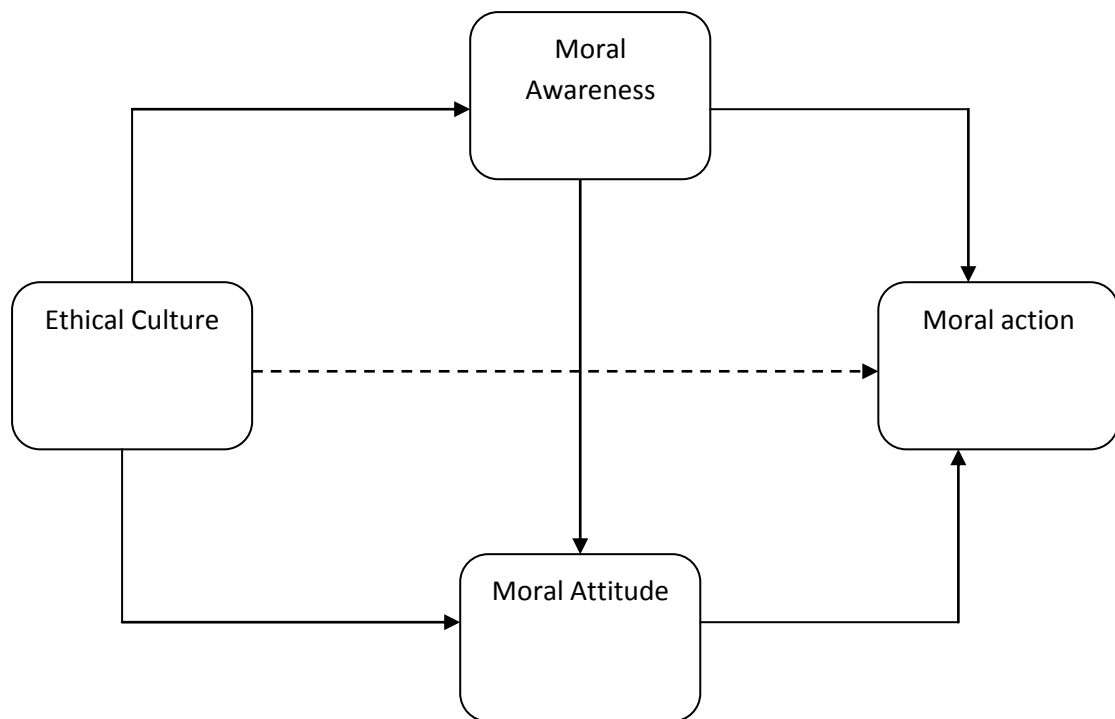
1.8 Conceptual model

This paper was guided by the conceptual framework presented in figure 1, below. According to this model, ethical culture, moral awareness, moral attitude and moral action are positively

related. The model in figure 1 above shows that Ethical culture can lead to moral awareness and moral attitude. This implies that a public procurement officer’s ethical culture will lead to moral awareness or moral attitude. The control of organisational behaviour rests on organizational culture.

FIGURE 1

CONCEPTUAL MODEL FOR ETHICAL CULTURE, MORAL AWARENESS, MORAL ATTITUDE AND MORAL ACTION OF UGANDAN PROCUREMENT OFFICERS



Procurement officers are in the best position to describe organisational practices and values that are reflected in the organisational ethical culture and also act as objective observers of such norms and values being implemented. Ethical culture guides and provides justification for ethical decision making and action. Furthermore, ethical culture in an organisation focuses on the values and beliefs, ideas and perceptions perceived by groups and individual members; thus an ethical culture is the shared perceptions of what are ethically correct behaviour and the proper process of handling ethical issues (Erakovich, Bruce and Wyman,

2002). Therefore procurement officer's attitude should reflect an aspect of awareness of the moral issues of the organisation. However, moral awareness can also lead to moral attitude. Moral awareness and moral attitude will also influence the action taken by the procurement officer and in the model; moral awareness and moral attitude will lead to moral action. In other circumstances, Ethical culture will directly lead to moral action as shown in the model.

1.9 Summary of the chapter

Chapter one above comprises of the background that gives a lens into ethical culture, moral awareness, moral attitude and moral action and asserts that the moral actions of staff involved in public procurement revolves around the three variables of ethical culture, moral awareness and moral attitude. The chapter also comprises of the statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework. The conceptual framework provides a link and a relationship between the four variables and shows that ethical culture directly impacts on moral awareness and moral attitude then moral awareness and moral attitude affects moral action of staff involved in public procurement and also ethical culture can directly impact on moral action which is the dependent variable.

Chapter two: Literature Review

2.1 Introduction

This section brings out a critical review of literature which forms the basis for the development of the conceptual frame work. It highlights the empirical findings of scholarly research work and presents the relationships between Ethical Culture and moral awareness, Ethical Culture and moral Attitude, Moral awareness and moral attitude, moral awareness and moral action and finally moral attitude and moral action. It finally draws conclusions on all the relationships.

2.2 Ethical culture and moral awareness

Ethical culture is defined as the beliefs about the ethics of the organisation, (Reiss, 1980). Organisational ethical culture is mainly discussed (Katou et al., 2010) as the ethical consideration of fairness, virtue rights, utilitarianism and justice decision making and routine practices of the organisation (Robertson, 1996), it may be known as the ethical aspects of the organisations culture. The organisations ethical culture becomes a big part of the shared beliefs and guiding principles that influence employee's actions. Ampofo, Mujtaba, Cavico, Tindall, (2009) posits that organisational ethical culture represents individual perceptions about the ethical aspects of the organisation and that ethical employees will contribute to ethical organisational cultures.

According to (Kaptein, 2008) Ethical culture is defined as those aspects that stimulate ethical conduct. Those perceived conditions in the PDE context that stimulate employees to act ethically. He further talks about ethical virtues as formulates of the ethical culture of organisations. He uses "the virtue based theory" of business ethics which holds that procurement officers as well as public organisations should have certain qualities such as

virtues in order to shine morally. He asserts that these virtues are the organisational settings for ethical culture and conduct and they are as follows. The virtue of clarity which contends that virtues should be concrete, comprehensive and understandable, should not be indistinct as procurement officers may hide behind them to perpetrate immoral actions. The virtue of congruency, - this virtue stresses that public procurement officers behaviour should not provoke their colleagues to behave unethically, (Jovanovic and wood, 2006), meaning that public procurement officers should be of good example to the public and subordinates they lead. The virtue of feasibility –this virtue argues that individuals should be provided with rules and regulations under which they should work and they are expected to respect them. They should be given errands of which failure to pursue them may led to unethical behaviour. The virtue of supportability-this is the forth virtue as discussed by kaptien, he contends that support to employees as an ethical culture is a form of incentive, and that a demotivated workforce is most likely to behave unethically, therefore it is up to the organisation to support its workers in order to meet their anticipations. Organisations have to give potency to the employees in form of support so that they identify, get involved, and commit to organisational values.

There is also the virtue of transparency, where kaptien says that an organisation that lacks transparency and visibility of the set behavioural norms of the organisation is most likely to register high unethical conduct in its employees. One of the most needed disciplines among public procurement officers is transparency and failure of the procurement officer to recognize this is failure of ethical conduct as well. Transparency is the degree to which individuals' demeanour and its corollaries are noticeable to those who can act upon it. The virtue of discussability, this is the altitude and magnitude employees' can (Jovanovic and wood 2006) table ethical issues and discusses them. In organisations where employees are mistreated for discussing ethical issues, there will be high magnitude of unethical behaviour

and vice versa.-employees should be given opportunity and open room to solve ethical dilemmas as they rise. Sanctionability -this is the ability for wrong doers (Jovanovic and wood, 2006) to be punished, the organisations set standards, norms and values need to be accordingly observed and as (kaptien, 2008 and jovanovic and wood, 2006) posit that failure for a public procurement officer to recognize PDE virtues, penalty should befall him or her. And for those who have lived in respect of organisational virtues should be rewarded for behaving ethically (Trevino and Brown, 2006).

Every organisation has a set of norms, beliefs and values that guide them as they execute their tasks and roles, (Biteryega, 2006) these behaviours constitute the ethical culture and every public procurement officer is expected to be aware of such behaviour which is in a sense moral awareness (Trevino and Brown, 2004). Ethical culture provides and supports the basis of public procurement officer's awareness of ethical issues and drives their conduct in an organisation. According to (Brown and Trevino, 2006), ethical culture is a subset of an organisations overall culture which only serves to fair the organisations overall behaviour and mould the relationship between individuals moral awareness and moral reasoning.

Trevino and Brown, (2004) and Brown and Trevion (2006) define ethical culture in terms of "*formal and informal*" regulatory structure that can buttress either ethical or unethical behaviour in an organisation. Bryant (2009) argues that Ethical culture and moral awareness are interrelated and are enthused by a workers attention to two features of situations: the presence of harm, and the defiance of behavioural norms and (Trevino and Brown, 2004 and Brown and Trevion, 2006) contend that moral awareness is not divergent from ethical culture as it entails realising the moral aspect of a given situation.

Bryant (2009) asserts that if a procurement officer lacks moral awareness, then he/she does not recognize ethical culture and it is unlikely that they will incorporate moral considerations in their negotiations. He thus defines moral awareness as a person's fortitude that a situation holds moral content. Bryant continues and suggests that Ethical culture influences the type of moral issues that a public procurement officer ought to monitor and respond towards, or in other words, the demur of the officer's moral awareness. In (Kant's moral theory, 1804) Kant asserts that morality is no discriminator of persons, it binds every one since one cannot have moral obligations that he does not know about, moral norms and ideals must be available to working people of the most mundane intelligence. Every one, he concluded must have a vitally idealistic understanding of morality even if that understanding lacks clarity and adequate expression.

Kant continues to express that because we are self-conscious, Kant continued, we also become aware that moral obligations claim our obedience in a categorical fashion. As discussed earlier, moral norms and values in our organisations are the main basis of ethical culture that makes us aware of moral issues in our obligations. In his theory, Kant also argues that organisational norms, beliefs and values are moral beliefs and are objective in nature, because they hold universally and necessarily acceptable standards of any organisation. He continues to commend that these beliefs are not person dependent but they are universal and everyone needs to be aware of them as they are the set cultural norms and beliefs of the organisation. Gammie and Gammie (2009) on the other hand contend that the culture of the organisation tells you what is competent and moral by defining attitudes and beliefs. The organisation one belongs to tells what is expected of you, reflects the attitudes and beliefs of your culture and being aware of the moral norms you should live up to.

2.3 Ethical Culture and Moral Attitude

The attitude of public procurement officers is based on the importance of organisational values and beliefs and public interest not issues of personal gains and shareholder interest found in the private sector. (Erakovich, Bruce and Wyman,S., 2002) Ethical culture (Burcea, 2009) is mainly determined by organisational norms, beliefs, values and perceptions and attitudes. Ethical cultures therefore provide the organisational members (Bryant 2009) with shared behavioural attitudes of ethically correct actions and provide insight into the shared values. Ethical culture is the manner in which organisational members behave and decide in response to ethical predicaments in the work place (Adams, 2002).

An organisations ethical culture (Ferrell et al.,1989) is a directive ethical structure of the shared behavioural perceptions and attitudes of policies, procedures, systems and behaviours in an organisation that direct public procurement officers ethical attitudes and actions and/or (Burcea, 2009) decisions when they are faced with an ethical matter and considers what the organisations expectation is, his or her ethical culture (Adams, 2002) provides the attitude of acceptable moral action. Ethical culture defines the shared norms, beliefs, values and attributes of what is ethically truthful behaviour and how ethical concerns should be knobbed (Finelli, Sutkus, Carpenter, and Harding, 2009)

The office ethical culture (murata, 2010) determines the attitude an officer takes when he is faced with a moral dilemma. When creating an ethical culture (Zigon, 2007) in any organisation, the character and values of the people should be closely watched and monitored as it's the major determinant of moral attitude. Peoples moral attitude can be seen (Robertson, 1996) from the way one behaves, and culture mainly affects the way people behave. Therefore character shapes behaviour and attitudes. Fitzgerald (2009) suggests that the

attitude of the people towards a moral issue in the organisation forms ethical culture. An ethical culture of a procurement officer defines politeness, rudeness, shrewdness, attitudes that also define the moral reputation of their organisation. Trevino and Brown (2006) contend that ethical culture factors such as leadership and reward systems that support ethical conduct, fair treatment of employees, ethics incorporated in daily decision making, and focus on employees contribute to moral or immoral attitude and behaviours. The emphasis was put on the reward system of contracts by public procurement officers who should reflect ethical or unethical conduct. Like Kaptien, (2008) Trevino and Brown (2006) posits that ethical culture is influenced by organisational rewards and punishments and that this should be a virtue considered when ones moral attitude is ethical or unethical on particular actions.

Ideally Rawwas (2001) procurement officers are in a sense leaders in their units, that is procurement and disposal units and therefore influence positive or negative moral attitudes of their followers, because of their ethical honesty, trustworthiness, caring, and concerns for employees and the public. They also influence the fair and (Carbone, Gaito and Senni, 2006) principled decision making and so their moral or immoral attitude on such ethical factors will determine the way to go for morality of their subordinates. Public procurement officers are expected to be ethical role models who influence (Murata, 2010) employee attitudes and behaviour more directly

Different procurement officers have different moral attitudes towards ethical culture (Rawwas, 2001). Most likely in Uganda the ethical culture in Procuring and Disposing Entities may vary from organisation to organisation. Rawwas also argues that the procurement officers' moral attitude towards contract award varies from national suppliers to international suppliers, where it may be negative or positive. And the same person says that

one becomes a moral person not by following rules and norms but by training oneself in a certain set of practices. In support, (Karakose and Kacaba 2009) argue that ethical culture determines the attitude public procurement officers take when they are faced with a moral dilemma. Srnka (2004) posits that an officer's moral attitude is the product of an assessment of moral behaviour, which can also be viewed as cognitive measurement or mental inclination learnt over time. Procurement officers should have a culture that is congruent with the complex work in the Procuring and Disposing Entities, Katzenberg, Katzenberg and Norris (2003). Skitka, Bauman and Sargis (2005) state that certain beliefs and attitudes have the power to change the ethical culture of the organisation because they are more extremely important and certain than other attitudes, It should be noted that public procurement officers express their moral attitudes about issues they see in moral terms and will always express their attitudes in terms of right and wrong. The question here is what is right and what is wrong.

2.4 Ethical culture and moral action

According to Kaptienb (1998) procurement officers moral actions largely depends on the set ethical cultures within the Procuring and Disposing Entities. (kaptiena, 2008) consistently assert that procurement officers moral actions are stimulated by the seven virtues which form the ethical culture in Procuring and Disposing Entities. (Kevin, 2011) agrees with Kapiten (2008) by asserting that Procuring and Disposing Entities need to have a culture of sanctionability for immoral actions and reward for moral action. This will motivate and stimulate procurement officers' to behave ethically and also regulate their actions to the standards of their work places. (Keller, 1984) argues that there should be a culture of self-moral obligation in Procuring and Disposing Entities. That it should be the culture and obligation of all procurement officers to conduct themselves in an ethical manner by

displaying good moral actions and not to wait for their leaders to show them what is right or wrong as this in most cases may not go well with them. The researcher agrees with the previous author by contending that all Ugandan public procurement officers are adults with a sound mind, with an ability to differentiate between right and wrong, therefore, it must be their obligation to mitigate immoral actions amongst them but not to sideline with wrong doers.

2.5 Moral awareness and moral attitude

Moral awareness entails knowledge of prohibitive and permissive behaviour and understanding the effect, of knowledge of laws and rewards. Moral attitude on the other hand requires the cognition of the resulting effect such as the capacity to role take and sense the feeling of others and the capacity to make inferences about the experience of others. Moral awareness tests rules of social, health and safety and legal rules (flynn, Whelan and speake 2000). Our moral awareness makes us become conscious of what we do, determines our cognition of events, and then our actions. Therefore our inner moral awareness may play a great role in cognition processing and thus moral attitude.

An individual may be un aware of the consequences of a particular behaviour and so will have a different attitude, however as awareness increases then the attitude also changes to either positive or negative (Goles, et al 2005) The way our moral attitude affects our moral awareness is through having selfish interests and intentions. for example in a situation where we want to hurt others, we are morally aware that we are causing pain but our attitude is intended and the mind is set to that so we end up doing it. Therefore, ones awareness directs their thoughts, (moral attitude) and feelings. (Travis, Arenardor and Dubois, 2004)

Public Procurement officers should manage to be ethical and this means that they are automatically aware and know when they are facing an ethical issue and so their actions should choose between right and wrong. On the other hand, moral awareness in many instances has been found to influence moral attitude, as an officer who is morally aware is more likely to identify an issue as moral issue or immoral issue but their attitude will most likely influence their behaviour on the issue (Frankfurt, 2009). (Trevino and Brown 2006) stipulate that most public procurement officers in public procurement offices are at the conventional level of cognitive moral development where their attitude is not only one of conventionality to personal expectations and social order, but of loyalty to it, of actively maintaining, supporting, and justifying the order and identifying with the persons or group involved in it and that greater numbers never reach the principled level where cognitive thinking is more self-ruling and principle based and that people need to be led when it comes to ethics.

Every moral dilemma has got a moral issue to be aware of and the attitude taken towards a moral dilemma differs from individual to individual, organisation to organisation, and /or from importance of the issue to least importance of the issue (Rest, Anderson et al 1999). One's moral attitude towards behaviour should at least have a minimal moral standard of awareness and should therefore be at least ethical (Trevino, Weaver and Reynolds, 2006). Moral awareness is the first step in ethical decision making and it is when after one has recognized a moral issue that he develops an attitude to address it. The cognition of a moral issue in a moral situation is moral awareness and the mental cognition process is moral attitude. How one plan and (Ma 2009) decides on whether to be ethical or unethical on a moral issue identified is moral attitude. Therefore moral issue influences moral awareness, and moral awareness influences moral attitude. Stewart, Jenny and O'Leary, Conor (2006)

looks at moral awareness and moral attitude as being different across cultures and thus procurement officers are assumed to have different awareness and attitudes on issues towards decision making.

According to Haidt (2000) moral statements too contribute to ones moral attitude for example, “killing is wrong” is a statement that is more than “ I don’t like killing” this means that one is morally aware that killing is wrong and the moral attitude towards that the act is that one does not like killing, the Kantian ethics affirms this when it disposes that all human beings have a sense of right and wrong, good and bad, (Blum 1991) this moral awareness is bound up with beliefs, and therefore all social groups have a set of beliefs that make them morally aware and thereafter act accordingly (Ruse and Wilson 1986).

2.5 Moral awareness and moral action

Literature on moral awareness and moral action is seemingly scarce, but most research about these two concepts is hidden in the social cognition theory. In this theory, individuals are more likely to construe what they see differently and also take different actions (Butterfield, Trevino and weaver, 2000). In this area, moral awareness can then be conceptualised as a special kind of encoding process in which the individual pays attention to incoming moral issues and (Travis, Arenander and DuBoisc, 2004) categorises it as a moral issue awaiting moral judgement and action. Moral awareness is a vital step in ethical decision making where the destiny is moral action. In many instances, moral awareness results to moral action. Contrastingly, (Katou, et al, 2010) posits that one may also be morally aware but fails to identify a moral issue in a moral situation and takes action unintended, in most cases, the action taken under such situations will be immoral. Therefore one needs to know the consequences of the moral issue and then be able to take the relevant action. However, Blum

(1991) the decision maker needs to be courteous as the action taken should be moral and should not affect others.

Ampofo, Mujtaba, Cavico, Tindall, (2009) assert that in many moral actions taken, certain moral awareness issues cannot be compromised such as honesty and integrity. Thus so public procurement officers should be morally aware of their actions and their actions should involve in them integrity and honesty, and if these are compromised then their actions will be used against them. Some procurement officers (Jovanovic and wood, 2006), have no interest of increasing subordinates moral awareness but the resulting moral actions of their subordinates may impact on them, as they may be questioned for supportability as put by Kaptien. Procurement officers can also (Travis, Arenander and DuBoisc, 2004) contribute to moral awareness of their subordinates by encouraging employees to take responsibility for the consequences of their actions and to be ethically concerned when their moral action is likely to have negative consequences for others.

Moral awareness may make the organisation grow or fall (Erakovich, Bruce and Wyman, S., 2002), this may be through officers development of a social consensus within the organisation about the recognition of moral issues and problematic issues and how one can address them so as to take a moral or immoral action. Procurement officers are perceived morally aware because of the codes of ethical conduct in section 93 (1) of the PPDA Act 2003 and the fifth schedule of the PPDA regulations as put by (Biryetega 2006) and they are so relied upon to make the organisation morally aware by encouraging or emphasising discussability, as an organisational ethical virtue (kapitien) of moral issues and their views on ethical issues, should also train the employees on the do's and don'ts of the organisation as well as supporting them to be ethically up right to avoid immoral actions. The officers should

encourage the fellow staff to openly discuss the moral challenges they commonly face and come to a consensus that will result into moral action.

Another aspect Butterfield et al (2000) looked at is moral language, which they said should be overtly used to prompt moral awareness and moral action. It is very common for one to misinterpret another person's language (Murata, 2010) for good or bad moral actions. In this case, during procurement transactions, instructions should be clearly presented by the issuing authority, (Ampofo et al 2009) in good English and understandable words and this is in a sense moral awareness. The suppliers' understandability of such moral language will prompt moral action and /or even public procurement officers in their discussions should encourage the use of moral language to trigger moral action and moral awareness. For example, use of abusive language may lead one to take immoral action.

Reynolds (2006) posits that moral awareness is an individual- level phenomenon and this explains why one officer will realise a moral issue in a moral situation and another fails to do so, and this defines why both officers may take different moral action on a similar matter. Reynolds defines moral awareness in this case as a person's recognition that his or her probable action could affect the interests, welfare or expectations of the self or others in a manner that may conflict with one or more ethical standards (Anderson et al, 1999)

2.6 Moral attitude and moral action

Attitudes influence someone to do something which is ethically moral or immoral. The strength of one's attitude determines the action taken and therefore moral actions justify moral attitudes. Attitudes are reflected in human behaviour, when explaining moral attitude and moral action, the theory of planned behaviour reveals the experience of attitudes in

determining moral actions (Ajzen, 1991) According to his theory, attitudes develop practically from the beliefs people hold about the subject of the attitude and they finally take action basing on the attitude they have developed. In the case of attitudes toward behaviour, each belief links the behaviour to a certain action. Matsumoto et al (1986) asserts that Attitudes act as communication that influences moral actions. Attitudes play at most a secondary role in both the derivation and motivation for moral action (Blum, 2009) attitude is significantly correlated with behaviour and behaviour determines human moral or immoral actions (Goles et al 2005) moral attitude is a key factor in determining moral action. Anderson et al, (1999) define moral action as one that advances a moral principle rather than a selfish interest therefore a public procurement officers moral attitude should be advanced towards moral actions and not selfish interests.

Different attitudes call for different actions, and human beings develop different attitudes and actions in every situation they face (Fizgerald 2009). Human beings in nature have good and bad behaviours and ones attitude and action taken on a person with good behaviour is different from the one taken on the one with bad behaviour (Skitka, Bauman, and Sargis 2005). For example people will develop an attitude to kill a thief and take action by killing him, but they would not cause harm to another who is innocent. Moral attitudes and actions also vary from society to society; (Busby, 2007) Buddhism for example believes that natural processes are affected by the morals of man. Buddhism believes that though change is a factor inherent in nature, man's moral attitudes accelerates the process of change and moral action and brings about changes which are adverse to human wellbeing and happiness (Silva 2009).

From the above analysis, it is enclosed that ethical culture exists in every organisation. Ugandan Public procurement officers have an ethical culture that guides them, evidenced in the fifth schedule of the PPDA Act 2003 and section 93 of the PPDA regulation. They also have other organisational codes that bind them. With the presence of these codes, public procurement officers are expected to be morally aware, and therefore should develop good moral attitudes that will justify good moral actions. All procuring and disposing Entities (Procuring and Disposing Entities) in Uganda and its Procurement officers should be in position to observe the virtue based theory as put by Kapiten, and (Trevino and Brown, 2006), this will help them maintain good moral actions.

Chapter three: Methodology

3.1 Introduction

In this chapter we present the research design, sampling procedure, methods of data collection and analysis that were used to achieve our research questions. Limitations of the study are also presented in the same chapter.

3.2 Research design

Consistent with Scott (1996), the epistemological foundation of this study was based on the conceptual and perceptual lens. This was deemed necessary because the theoretical basis of this study had direct implications for the methodological concerns (Cohen and Manion, 1994). This study was cross sectional in nature and adopted both descriptive and analytical research designs to address research questions under investigation. A descriptive research design was undertaken in order to try and describe the variables under investigation. In this study, we also aimed at portraying accurately the characteristics of procurement personnel. Additionally, analytical research design was equally necessary in order to examine the

relationships between study variables, make predictions and inferences. Analytical research was used by the researcher using facts or information already available, and analyzing it to make a critical evaluation of the information.

3.3 Population and sample size

Using the statistical procedure of sample size determination recommended by Cohen and Cohen (1983) and Cohen (1988), the study obtained a sample of one hundred and twelve (112) Procuring and Disposing Entities out of one hundred and seventeen (176) central government Procuring and Disposing Entities (PPDA, 2011). According to the PPDA structure, all Procuring and Disposing Entities are expected to have an accounting officer, contracts committee, and evaluation committee and user departments. Since our interest was in the moral actions of procurement officers, the researcher sampled two (2) respondents from each PDE giving a total of two hundred and twenty four (224) procurement staff. Therefore two hundred and twenty four (224) questionnaires were sent out to all the sampled respondents, and the response rate was 47.3% (105 respondents).

3.4 Sampling Design and Procedure

Simple random sampling was used at two levels in this study that is at PDE level and at the level of selecting a unit of inquiry. This ensured that every PDE or procurement officer had an equal chance of being selected. The sampling frame or list of Procuring and Disposing Entities was obtained from PPDA while the list of procurement officers was obtained from each PDU. Random numbers were generated using the EPI-table and these used to select Procuring and Disposing Entities and procurement officers respectively.

3.5 Data collection Instrument

A questionnaire was developed using item scales which had been used by previous scholars. The items were widely pretested to ensure validity and reliability. By validity we mean that the measurement scales are able to tap what they are intended to measure. All vague and unclear scales were deleted from the questionnaire or rephrased.

3.6 Measurement

3.6.1 Ethical culture of public procurement officers

Data on ethical culture was collected using Item scales developed by Ntayi, Eyaa and Kalubanga (2011) which were based on the modified item scales developed by Kaptein (2008). All item measures were anchored on a five point likert scale with “1” = strongly disagree and “5” = strongly agree. Sample questions included: Management in this organization disciplines unethical behavior when it occurs; Employees in this organization perceive that people who violate the professional code of ethics still get formal organizational rewards ®; Penalties for unethical behavior are strictly enforced in this organization; Unethical behavior is punished in this organization; The top managers of this organization represent high ethical standards; People of integrity are rewarded in this organization; Top managers of this organization regularly show that they care about ethics; Top managers of this organization are models of unethical behavior ®; Ethical behavior is the norm in this organization; Top managers of this organization guide decision making in an ethical direction; Ethical behavior is rewarded in this organization; Professional ethics code requirements are consistent with informal organizational norms; This organization demands obedience to authority figures, without question. The cronbach alpha coefficient for ethical culture was 0.87.

3.6.2 Moral awareness of public procurement officers

This study adapted item scales developed by Bryant (2009) and Trevino, Weaver and Reynolds (2006) to capture the construct of moral awareness in a public procurement environment. Moral awareness was measured with item scales anchored on a five point likert scales ranging from “1” (strongly disagree) to “5” (strongly agree), developed for this research. Sample items measured the extent to which the participants felt that the public procurement situations presented to them contained moral content. These included: “There are very important ethical aspects to this situation” and “This matter clearly does not involve ethics or moral issues”. Other items involves a use of a defining issues test (DIT) in which a scenario involving ethical issues were presented to the participants and there after asked to respond to a question - “I would definitely report this situation” (1 = strongly disagree, 5 = strongly agree). Cronbach’s alpha of the measure was above the acceptable minimum cut off pointy of 0.79.

3.6.3 Moral attitude of public procurement officers

To fully explore the concept of moral attitude, works of Trevino et al (2006), Biteryega (2006), Ntayi, Eyaa and Semukono (2010) were used. All questions were anchored on a five point likert scale with “1” = strongly disagree and “5” = strongly agree. Sample Item scales used in this study included: If I believe that my boss is doing something that isn’t right, I will challenge him or her; I use my mistakes as an opportunity to improve my performance; My co-workers would say that I have a realistic attitude about my mistakes and failures; If I knew my PDE was engaging in unethical or illegal behaviour, I would report it, even if it could have an adverse effect on my career; My friends know they can depend on me to be truthful to them; When someone asks me to keep a confidence, I do so; When a situation may prevent me from keeping a promise, I consult with those involved to renegotiate the

agreement; When things go wrong, I do not blame others or circumstances; I appreciate the positive aspects of my past mistakes, realizing that they were valuable lessons on my way to success; When I agree to do something, I always follow through; I tell the truth unless there is an overriding moral reason to withhold it; When faced with an important decision, I consciously assess whether the decision I wish to make is aligned with my most deeply held principles, values, and beliefs; Even when I have made a serious mistake in my life, I am able to forgive myself and move ahead; I resist the urge to dwell on my mistakes; When I forgive someone, I find that it benefits me as much as it does them; I am able to “forgive and forget”, even when someone has made a serious mistake; I own up to my own mistakes and failures; When I make a decision that turns out to be a mistake, I admit it. Their combined cronbach alpha coefficient was 0.83.

3.6.4 Moral actions of Ugandan public procurement officers

While measuring moral actions of Ugandan public procurement officers, works of previous scholars like Anderson et al, (1999), Goles et al (2005) and Blum, (2009) were used in the study. Measures of the *Self-Importance of Moral Identity Scale* were found to be particularly useful in measuring moral actions and thus adapted for this study (Aquino & Reed, 2002). The Aquino & Reed, (2002) Subscale of Symbolization, or the degree to which moral traits are reflected in the individual’s actions in the world was used. Participants were given a list of nine moral traits (e.g., caring, fair, hardworking) and were asked to rate the extent to which they agree/disagree with statements regarding these traits using a 5-point scale. A sample item for the Symbolization subscale is “The fact that I have these characteristics is communicated to others by my membership in certain organizations.” This scale has been validated with a variety of samples (Aquino & Reed, 2002).

3.7 Validity and reliability

All item scales were given to experts in the area of procurement ethics for rating, the experts were requested to indicate on a three point scale which items were considered to be very relevant (3), relevant (2), and not relevant (1). All items that scored as not relevant were deleted from the questionnaire. Cronbach alpha Coefficient reliability scales and results of the Content validity Index obtained are reported in table 1 below. Table 1 reveals that all Cronbach alpha coefficients were above the recommended 0.5 cut off point.

	Cronbach Alpha (α)	Content Validity Index (CVI)
Ethical Culture	0.87	.758
Moral awareness	0.79	.877
Moral Attitude	0.83	.880
Moral Action	0.88	.898

3.8 Data coding, editing processing and Analysis

Codes were used in entering the data into the computer; wrong entries were corrected, missing values constituted 1% of the questionnaire and were filled using serial means. All negatively worded items were reverse coded. Afterwards the data was analysed with the help of statistical packages for social scientists (SPSS) computer package. Frequencies were run for descriptive statistics. Inferential statistics was derived using correlation and regression analysis. Inferential statistics was used to answer the research objectives and research questions. The analysis was tabulated for interpretation of findings.

3.9 Limitation of the study

A number of limitations do limit the interpretation of results. First our study involves examining behaviour of individuals which is difficult to assess in a cross sectional data.

Longitudinal data would have been better. Unfortunately, this could not be done due to the nature of study. Secondly, all measurement questions were derived from previous studies and adapted for this study. There is need to develop cultural sensitive questions to solve this problem.

Chapter four: Presentation and interpretation of findings

4.1 Introductions

This chapter consists of results and findings gathered during the data analysis phase, addressing the research questions, sample characteristics and guided by the following objectives;

- i. To examine the relationship between ethical cultures and moral awareness of staff involved in Ugandan public procurement
- ii. To examine the relationship between ethical cultures and moral attitude of staff involved in Ugandan public procurement
- iii. To examine the relationship between ethical culture and moral actions of officers involved in Ugandan public procurement
- iv. To examine the relationship between moral awareness, moral attitude and moral actions of officers involved in Ugandan public procurement

4.2 Sample characteristics

This section presents sample characteristics of procurement officers like; gender, age, level of education, and position held and these are;

4.2.1 Gender

The results reveal that 67.6% of the respondents were male and 32.4% female. These results imply that male respondents as compared to female respondents dominate the procurement profession for details see table 1a below

Table 1a: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	67.0	67.6	67.6
	Female	34	32.1	32.4	100.0
	Total	105	99.1	100.0	
Missing	System	1	.9		
Total		106	100.0		

4.2.2 Age group

Using the valid percent, the results in the distribution indicate that 14.6% of the respondents are in the age group of 20-30years, 43.7% in the age group of 31-40years, 35.0% in the age group of 41-50 years, and 6.8% in the age group of 51-60 years. The implication of this is that the dominant age group in the PDUs is 31-40 years. It also implies that the procurement profession is dominated by the youthful ages who are actively involved in the procurement activities. Details are presented in table 2

Table 2: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30 yrs	15	14.2	14.6	14.6
	31 - 40 yrs	45	42.5	43.7	58.3
	41 - 50 yrs	36	34.0	35.0	93.2
	51 - 60 yrs	7	6.6	6.8	100.0
	Total	103	97.2	100.0	
Missing	System	3	2.8		
Total		106	100.0		

4.2.3 Level of education

The results show the level of education of the sampled procurement officers. According to the results 100% of the sampled procurement officers working in the PDUs had attained

university education. This implies that there is capacity in terms of knowledge and understanding of the procurement profession among staff working in Procuring and Disposing Entities.

Table 3: Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University	100	94.3	100.0	100.0
Missing	System	6	5.7		
Total		106	100.0		

4.2.4 Position Held

Among the sampled respondents, 12.4% were procurement officers, 8.6% were senior procurement officers 24.8% were procurement officers, 44.8% were assistant procurement officers and 9.5% were contracts committee members. Details are in the table below

Table 4: Position Held

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Principal Procurement Officer	13	12.3	12.4	12.4
	Senior Procurement Officer	9	8.5	8.6	21.0
	Procurement Officer	26	24.5	24.8	45.7
	Assistant Procurement Officer	47	44.3	44.8	90.5
	Contracts Committee Member	10	9.4	9.5	100.0
	Total	105	99.1	100.0	
Missing	System	1	.9		
Total		106	100.0		

4.3 Descriptive statistics

All measurement item scales were anchored on a 5point- Likert scale with 1=strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, and 5 strongly agree. Results

presented in table 5a below reveal that on average public procurement officers agreed with the item measures representing the variables under study. Specifically, public procurement officers disclosed that ethical culture existed in their respective Procuring and Disposing Entities (M=3.83, SD= 0.58). Similarly moral awareness (M= 4.08, SD= 0.78), moral attitude (M= 3.57, SD= 0.80), and moral action (M= 3.87, SD= 0.98) existed.

Table 5a Descriptive Statistics

	Mean	Std. Deviation	N
Ethical Culture	3.8270	.58446	106
Moral awareness	4.0755	.77703	106
Moral Attitude	3.5667	.80434	105
Moral Action	3.8726	.98092	106

4.4 Ethical culture and moral awareness

Results of the analysis reveal that there is a significant positive correlation between ethical culture and moral awareness ($r = 0.329$, $p \leq 0.01$), this means that a positive change in the components that constitute ethical culture will bring a positive change in moral awareness of Ugandan Public procurement officers.

Table 5b Correlations

		Ethical Culture	Moral awareness	Moral Attitude	Moral Action
Ethical Culture	Pearson Correlation	1	.329**	.446**	.538**
	Sig. (2-tailed)		.001	.000	.000
	N	106	106	105	106
Moral awareness	Pearson Correlation	.329**	1	.260**	.400**
	Sig. (2-tailed)	.001		.007	.000
	N	106	106	105	106
Moral Attitude	Pearson Correlation	.446**	.260**	1	.586**
	Sig. (2-tailed)	.000	.007		.000
	N	105	105	105	105
Moral Action	Pearson Correlation	.538**	.400**	.586**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	106	106	105	106

Table 5b Correlations

		Ethical Culture	Moral awareness	Moral Attitude	Moral Action
Ethical Culture	Pearson Correlation	1	.329**	.446**	.538**
	Sig. (2-tailed)		.001	.000	.000
	N	106	106	105	106
Moral awareness	Pearson Correlation	.329**	1	.260**	.400**
	Sig. (2-tailed)	.001		.007	.000
	N	106	106	105	106
Moral Attitude	Pearson Correlation	.446**	.260**	1	.586**
	Sig. (2-tailed)	.000	.007		.000
	N	105	105	105	105
Moral Action	Pearson Correlation	.538**	.400**	.586**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	106	106	105	106

** . Correlation is significant at the 0.01 level (2-tailed).

4.5 Ethical culture and Moral attitude

Ethical culture and moral attitude are significantly and positively correlated ($r = 0.446$, $p \leq 0.01$), this implies that a significant positive change in the elements that constitute ethical culture like clarity, congruency, feasibility, supportability, transparency, discussability, and sanctionability (kaptien, 2008a) will result to a positive change in the moral attitude of procurement officers (Adams 2002).

4.6 Ethical culture and moral actions

The results of the analysis reveal that there is a significant positive correlation between ethical culture and moral action ($r = 0.538$ $p \leq 0.01$). This means that a positive change in the dimensions that constitute ethical culture like the virtue of clarity, congruency, feasibility, supportability, transparency, discussability and sanctionability will lead to a positive change in the moral actions of procurement officers.

4.7 Moral awareness and moral attitude

Consistent with the fourth research question, the results of the findings revealed that there is a significant positive relationship between moral awareness and moral attitude ($r = 0.260$ $p \leq 0.07$). This implies that the more aware procurement officers are about ethical dilemmas in their work, the more the positive moral attitude they will have towards their work.

4.8 Moral awareness and moral action

From the analysis the results reveal that moral awareness and moral action are significantly and positively related ($r = 0.400$ $p \leq 0.01$). The implication is that a positive change in the components of moral awareness such as real life ethical dilemmas, relationship/ Friendship between peers and doing what is morally right will lead to a positive change in moral actions of procurement officers (Kevin 2011).

4.9 Moral attitude and moral action

There is a significant positive relationship between moral attitude and moral action ($r = 0.586$, $p \leq 0.01$). This means that a procurement officer's moral actions will depend on their moral attitude towards work.

4.10 Predicting moral action of Ugandan public procurement officers

In order to examine the effect each of the independent variables has on moral action a control model was developed. The details of the control model are depicted in model 1 of table 6 in which age and gender were used as control variables. Model one reveals that age significantly predicts moral action of public procurement officers contributing 5.8% of the variance. This means that as procurement officers' advance in age their moral actions improve. Model 2

reveals that ethical culture predicts 24.2% of the variance in moral action of public procurement officers, the overall model of significance at 1% level. Similarly model 3 and model 4 reveal that moral awareness and moral attitude were significant predictors of moral action of public procurement officers in Uganda contributing 6.7% and 11.1% respectively. The two regression models were observed to be significant at 1%

Table 6 Hierarchical Regression analysis (Dependent Variable: Moral Action)

Predictor variable	Model 1	Model 2	Model 3	Model 4
	β	β	β	β
(Constant)	2.846**	.188	-.838	-1.043
Age	.268*	.126	.182	.097
Gender	.093 (ns)	.016	.056	.034
Ethical Culture		.508**	.402**	.270**
Moral awareness			.280**	.219**
Moral Attitude				.385**
R ²	.058	0.300	0.367	0.478
R ² (adj.)	.039	0.279	0.342	0.452
ΔR^2	.058	0.242	0.067	0.111
F	F(2,102) = 3.124	F (3,101) = 14.426**	F (4,100) = 14.508**	F (5, 99) = 15.151**
Sig.	0.048	0.000	0.000	0.000

Notes: * $p < .05$; ** $p < .01$; N = 104

4.11 Conclusions

In conclusion ethical culture, moral awareness and moral attitude are significant predictors of moral action of Ugandan public procurement officers. A change in Ethical culture, moral awareness and moral attitude of Ugandan public procurement officers will bring a change in their moral action. And therefore this study suggests that an improvement in the ethical culture, moral awareness, and moral attitude of public procurement officers is needed to improve their moral actions

Chapter five: summary of findings, Discussion, conclusion and recommendations.

5.1 Introductions

In the previous chapter results of the study were presented, these results form the basis for discussion conclusion and recommendations in chapter five.

5.2 Summary of findings

In this section we present summary of results in the previous chapter as shown below.

- i. Ethical culture is a significant positive predictor of moral action
- ii. Moral awareness significantly and positively predicted moral action
- iii. Moral attitude is a significant positive predictor of moral action

5.3 Discussions of findings

The summary of results from the previous section is contextualised using available literature

5.3.1 Ethical culture and moral action

The finding that ethical culture significantly and positively predicts moral action supports our third research question. This finding supports the works of Bruce (2002) who revealed that ethical culture plays a great role in predicting the moral actions of staff in any organisation. His works are consistent with the works of Keller, Edelstein, Krettenauer, Fu-xi, and Fang Ge, (2005) who divulged that for any action to be taken by a procurement officer, the ethical culture of the PDE must be taken into consideration. They further contend that it was a moral obligation of the public procurement officers to refer to the set ethical culture within Procuring and Disposing Entities before any action is taken or made. On the other hand

Kevin (2011) argues that it was the behaviour of procurement officers to consider the culture of the organisation and the consequences of their actions before any conclusion were made and any action was taken. This in turn encouraged them to always take moral actions that were of an advantage to the organisation and to the public.

(Bruce, 2002) argues that many times public procurement officers may not have control on the existing institutions and culture within the Procuring and Disposing Entities even when it contradicts their ethics. This may negatively affect their moral actions, which may be a limitation to management of public procurement. (Kaptien, 2008) therefore, recommends that Procuring and Disposing Entities have to consider “developing and implementing an internal formal ethical culture of congruency” within these Procuring and Disposing Entities. The spotlight involved coming up with a culture to ethical control that is congruent, with organisational systems in place, in order to foster good moral actions.

Furthermore, Bruce (2002) and Kaptien (2008) contend that “support” to Public procurement officers did not skip the eyes of management. This culture of supporting procurement officers encouraged and motivated them to act in an ethically acceptable manner. The support was in form of taking employees work seriously, treating them fairly, trusting them and providing them with a good working environment, which always graced their moral actions Kaptiena (2008), kaptienb (1998), Brown and Trevino (2006) and Bruce (2002).

Ampofo, Mujtaba Cavico and Tindall, (2004), posit that ethical culture guided and framed the moral actions of public procurement officers in Procuring and Disposing Entities. They further contend that the organisational virtue of sanctionability was a core virtue in shaping employees actions in Procuring and Disposing Entities and that ethical culture always sent sanctionable or unsanctionable communications from senior management. This was consistent with the findings of Kaptien (2008) who mentioned that unethical behaviour

should be punished and ethical behaviour should be rewarded. When procurement officers learnt that immoral actions were sanctioned, they were always in position to change and display moral actions acceptable by the public. Conclusively, the ethical culture in any PDE determined the moral actions of procurement officers by far it can be realised that every PDE needed to have a normative culture that would guide procurement officers' actions.

5.3.2 Moral awareness and moral action

The study revealed that moral awareness significantly and positively affects moral action. This finding is consistent with the works of Butterfield, Trevino and Weaver (2000) who divulged that moral awareness influenced moral action and that once a procurement officer was morally aware of the ethics of the PDU then there is a big possibility that he or she did not act unethically. Reynolds (2006) defined moral awareness as an individual's identification of a moral issue in a moral situation identified in a moral perspective. He further contended that moral awareness was a personal- level observable fact that varied from individual to individual.

Aquino and Reed (2002) further posit that when procurement officers were exposed to moral roles, they all interpreted them differently and the final actions out of them were somehow different. However, their exposure and awareness of moral issues always enabled them to take positive actions. (Kang and Glassman, 2010) argued that the values in Procuring and Disposing Entities that procurement officers are exposed to and believe in create a high degree of awareness and that it is from such awareness that moral actions stem. They also indicate that although some individuals may overlook these values and behave unethically, and pretend to have not recognized such moral issues, in a moral dilemma, these values are still there to guide them towards good moral actions.

In many situations where procurement officers knew that a moral issue exist in a moral situation, it was their obligation to find which action to take depending on the state of affair. Procurement officers' moral awareness was highly instigated by beliefs and values of the organisation as well as culture in the Procuring and Disposing Entities and their actions were as well motivated by the awareness of such. In this officers had a sense of right and wrong and good or bad before they took any action Ruse and Wilson (2010)

5.3.3 Moral attitude and moral action

Results of the study revealed that, moral attitude significantly and positively predict moral action. This is consistent with the findings of Anderson et al (1999) who posit that moral attitude largely predicts moral action. They further contend that moral attitude by large and far predicted moral action. What people think in their cognitive mind determines their actions. (Trevino, Weaver and Reynolds, 2006) contend that, the moral attitudes of friends in the workplace affect individuals' moral action, and the more the regularity and strength of interaction with friends in the workplace the more strongly their attitude tends towards others. Furthermore, procurement officers always developed positive moral attitudes if their managers' moral actions were congruent. This signalled that moral action was highly influenced by moral attitude.

The best way to improve the moral attitudes of procurement officers was through enhancing the moral awareness of the Procuring and Disposing Entities. Through the awareness, improving moral attitude would then help enhance moral action. From this analysis it was concluded that procurement staff without correct moral attitudes and belief in good moral values, could hardly present good moral actions Ma (2009). Positive moral attitude was very

important as it went well with respecting moral values and reducing self-interest. It was also evident that procurement officers doing the right actions was better than satisfying their selfish interests and doing what pleased others. This finding is in line with the works of (Kevin, 2011) who revealed that it is important to have an attitude that respects the rights of others and also treat everyone equally, as well as respecting moral values as this will improve moral actions.

5.4 Conclusions

In this study, we conclude that a positive change in ethical culture, moral awareness and moral attitude improve the moral action of public procurement officers in Ugandan Procuring and Disposing Entities.

5.5 Recommendations

5.5.1 Ethical culture

Given the above results we recommend Procuring and Disposing Entities in Uganda to instill an ethical culture of ethical culture. This can be done by implementing the Trevino (2008) ethical culture elements of:- virtue of clarity, congruency, feasibility, supportability, transparency, discussability and sanctionability which are likely to result into a positive change in the moral actions of procurement officers. Looking at clarity, once moral principles are set clearly in Procuring and Disposing Entities the actions of the procurement officers will also take a positive direction since they will not be in position to hide behind any of them claiming that it is vague. For congruency, the good actions of management will always influence employee's moral actions to be positive and vice versa. According to Karaköse and Kocabas (2009), feasibility will always be guided by the time, budget and information they have to fulfil their tasks. If they are pressurised and with no enough information, their moral actions will at most be negative. And if their tasks are feasible then their actions will also be

positive as well. However much they are overwhelmed with too much work they can still maintain good moral actions. Butterfield et al (2000) argues that support to employees leads employees to good moral actions. This is in line with (kaptein 2008b) who presents supportability as an ethical virtue that enable employees' actions to be graceful. The other ethical culture component which needs to be implemented is that of transparency, which allows visibility of tasks and employee actions. Transparent actions enable an organisation to grow and develop in its dealings (Trevino 2006).

5.5.2 Moral awareness

The significant positive effect of moral awareness and moral action has implications for Procuring and Disposing Entities. First, a positive change in the components of moral awareness such as real life ethical dilemmas, relationship/ Friendship between peers and doing what is morally right lead to a positive change in moral actions of procurement officers (Kevin 2011). Therefore Procuring and Disposing Entities need to develop a strong robust system that promotes moral awareness in an organization. This can be achieved by telling PDE members their ethical obligations. Information provision is a necessity. Kevin (2011) argues that moral awareness is manifested by availability of information on a particular situation, that one's know how and accessibility to information creates awareness and that one's actions will depend on the information they have about the situation. Education and awareness programs in the workplace would be of great benefit.

5.5.3 Moral attitude

We recommend that Procuring and Disposing Entities invest resources trying to change the moral attitude of the PDE staff handling procurement related matters. This is especially necessary since moral attitude determines the action a procurement officer will take and

moral action determines the fate of others in terms of well being or suffering who are affected by the procurement officer's actions, such as the public and the fellow workers. For example if, procurement officers have an attitude of self wish, they deserve a good life at the expense of others and this attitude leads them to unethical moral actions yet in reality they ought to develop a positive attitude that leaves their work with good actions admirable by their peers. Procurement officers should be helped tyo develop a caring attitude as it will guide them to take just actions that will lead to the public's well- being and that they should contrive an empathetic attitude that will divert them from addressing self-cantered concerns but take in hand general public concerns. A program aimed at changing a cognitive, affective and behaviour componenets of the PDE staff would greatly help improve moral action.

5.6 Areas for further research

Areas for further research would require including the interactive effects of institutions in the model of ethical culture, moral awareness and moral attitude in determining moral action of PDE staff.

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