

# INFLUENCE OF SUPPLIER EVALUATION ETHICAL PRACTICE ON SUPPLY CHAIN PERFORMANCE AMONG G4S TRANSPORT AND LOGISTICS FIRMS IN WESTERN KENYA

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**Abstract:** Ethical procurement practice in both public and private institution in Kenya has strongly emerged due to the malpractices and inefficiencies making procurement process a nagging challenge despite the enactment of the procurement regulations hence the main reason of undertaking this study was to find out the influence of ethical procurement practices on supply chain performance among G4s transport and logistics firms in western Kenya. The specific objectives was to find out confidentiality ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya. Theories in the study were theory of procurement contracts, deontology and agency theory. A descriptive survey design was used. The target population included all the employees in G4s selected regions who were 766 in total. Each employee was given equal chance of inclusion and out of 766 employees the study used 262 employees as sample size. Simple random sampling technique was used to select respondents who participated in the study. Questionnaire was used to collect data from respondents. The data was collected and fed in statistical packages of social science (SPSS) and analyzed by use of descriptive and inferential data analysis technique. It was presented in the form of frequency tables. The findings of the study showed that there existed a positive and statistically significant relationship ( $r = 0.303$ ;  $p=0.000 < 0.05$ ) between supplier evaluation ethical practice and supply chain performance among G4s firms in Western Kenya. To achieve a competitive advantage in a dynamic business environment, the study recommended that firms should streamline with all parties in the supply chain including the suppliers and customers for a better supply chain performance. It's hoped that findings enable organizations to understand better the role of ethical procurement practice can play in steering the organization to gain competitive advantage, professional associations in the approach of guiding, training and counselling its members on issues related to ethical procurement practice.

**Keywords:** Ethical procurement practice, public and private institution, supplier evaluation ethical practice supply chain performance and logistics firms.

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## 1. INTRODUCTION

### Background of the Study:

Ethical procurement practice in supply chain is a form of applied ethics that examines ethical principles and moral or ethical problems that arise in a business environment (Broni, 2010). Ethical procurement practice, like professional ethics in any function, is created to oversee the conduct of supply chain management (SCM) practitioners. The law is not self-

motivating and does not achieve self-compliance (George, 2017). It applies to all aspects of business conduct and is relevant to the conduct of individuals and business organizations as a whole. However ethical procurement problems in regard to individual, institutional or social ethics are abundant (Ndolo & Njagi, 2014). Globally, there is an increased focus of ethical procurement practice in supply chain necessitated by the significant impacts of the collapse of companies like Enron Corporation Europe and WorldCom in the United States that resulted from unethical procurement practices (Okwiri, 2012). According to Ferrell & Ferrell, (2010) widespread and highly visible organizational misconduct and scandals in Italy and Netherlands have affected global businesses highlighting the need for ethical procurement practices in both the public and private sectors.

The World Bank, (2010) indicates that many countries are yet to develop procedural frameworks to tackle the integrity issues in procurement process hence affecting the compliance. Ethical procurement practice is an important area in business in the field of supply chain. There are observable unethical procurement practices in public procurement in United Kingdom (UK) where employees in procurement function manipulate the process due to political influence for their own benefit, allies or political parties hence ethical procurement practice is global as noted by (Mihal, 2015). It is in agreement with Gikonyo, (2010) who state that unethical practices involve public officials unlawfully enriching themselves and those close to them by misusing the public procurement trust bestowed on them. In Africa, countries underscore the importance of ensuring ethical practice being maintained in procurement processes. This view is upheld by Basheka & Tumutegereize, (2010) who state that in most African countries procurement of goods, services and works required by government departments consumes a considerable part of government resources.

Without clear ethical practice enabling governments and citizens to engage in a mutually responsive way, the vast resources channelled through public procurement systems run the danger of increased unethical practices and misuse of funds (Jeppesen, 2010). In Kenya, we have recently seen the collapse of organizations like Triton Kenya, an event that has caused significant loss to the Kenyan taxpayer (Okwiri 2012). The success of any supply chain wholesome depends on prescribed standard sequential activities irrespective of monetary valuation as specified in public procurement and disposal Act 2015 (Wanyonyi, 2015). There are unethical procurement practices observable in many organizations across the world including Kenya which causes organization to loose funds and image that come as a result of employees in procurement function during the procuring of goods, works and services hence affect supply chain performance (Migai, 2010). Supply chain ethics in Kenya is critical with a number of evident inefficient procurement practices that result into loses in supply chain (Robert, Gichuki & Wario, 2013). As stated by Migai, (2010) ethical procurement practices interferes with organization growth due to delivery delays, defects increase, low quality goods supply or non-delivery at all.

#### **G4S Kenya Limited:**

G4S is the largest international security company private sector employer. In Africa, it has operations in more than thirty African countries and operating in Kenya twenty years ago that offers a complete suite of services to provide a total security solution designed to meet customer needs ranging from cash services (cash security services), courier services (transport & Logistics), guarding (manned security services), alarms and CCTV (electronic security services), event management, secure data services, asset tracking and fire services (Opuche, 2013). In Kenya, G4S has employees with presence in all major urban centres within the country. The company seeks long-term and sustainable growth through its on-going relationships with clients as the world's leading provider of transport and logistics solutions. Despite this recognition the company is challenged (Kaguru & Kepha, 2014).

#### **Statement of the Problem:**

Ethical procurement practice in both public and private institution in Kenya has strongly emerged due to the malpractices and inefficiencies making procurement process a challenge to many organizations (Chemoiwo, 2014). Studies reveal that despite the enactment of the procurement regulations in public procurement and disposal Act 2015, there are still losses of funds attributed to procurement functions in supply chain with non-compliance as a major hindrance to its effectiveness in Kenya (Odhiambo & Kamau, 2013). From the audited results 2016 G4s Kenya is undergoing challenges that has resulted a 31% drop in revenue with a decline in 80% market share commanded in the local market over the last two decades to 44% and the company's profits too in offering services (Kaguru & Kepha, 2014). Ethical procurement practice affect both private and public organization which results into poor quality products supply , loss of public tax payers money,

shareholders profits and causes loss of employment. In spite of measures, ethical procurement practice still gives rise to ethical issues at several stages of the supply chain process. It is from this perspective that ethical procurement practice in organizations is a priority; hence it prompts the study to ascertain if there is an influence of ethical procurement practice on supply chain performance among G4s transport and logistics firms in western Kenya since it contains cost which is a driving force in gaining competitive advantage.

#### **Research Objectives:**

iii) To establish supplier evaluation ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya.

#### **Research Hypothesis:**

**H<sub>01</sub>:** There exists no significant influence of supplier evaluation ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya.

#### **Significance of the Study:**

The changes in operation of organization due to competition particularly in the area of transport and logistics in G4s Kenya limited necessitated this study. The outcome of this study is hoped to assist policy makers especially the Kenya Government in formulating new policies to improve the supply chain management process. The research outcome hopes to enable organizations with supply functions to understand better the role that ethical procurement practice can play in steering the organization to gain competitive advantage. The research also hopes to assist professional associations in the approach of guiding, training and counselling its members on issues related to ethical procurement practices. The study to assist regulators like Ethics and Corruption Commission and Kenya revenue authority to understand better why errant companies behave as they do thereby be able to influence their conduct positively leading to full compliance by companies.

#### **Scope of the Study:**

The G4s western selected regions can be accessed by several entry points and is properly covered by road network and has both dry and hot weather with the long rains in the earlier months of the year. The study was on the influence of ethical procurement practices and supply chain performance. It took a period of one year from 2017 to 2018. Data was collected from the selected branch offices in western region. The study intended to utilize all resources needed to achieve its objectives estimated at a cost of one hundred thousand as it involved travelling to those branches to acquire data.

#### **Limitation of the Study:**

There are various challenges encountered during the study. The questionnaire contained closed ended questions which limited the respondents opinion regarding the study variables however this was addressed by ensuring that the questions captured in the questionnaire were able to facilitate collection of data that is comprehensively and objectively addressed all the study variables. The study experienced respondents withholding vital information in one way or another therefore the researcher had to assure the participants the confidentiality so that they could freely share the information more so the formal letter obtained from the University supported the idea too hence it reduced the aspect of being victimised after the study.

## **2. LITERATURE REVIEW**

#### **Theoretical Review:**

The influence of ethical procurement practice and supply chain performance was studied by focusing on several theories fronted by a number of researchers. Theories consist of reasonable relationships produced among set of concepts. Theories are important in this research as they provide predictions and explanations as well as guidelines for actions and behaviour in understanding a phenomena and a basis for considering how what is unknown can be organized (Helen, 2012). Deontology theory was used to inform the study.

**Deontology Theory:**

Deontology theory signifies right action in terms of duties and moral rules Jackson & Eunice, (2014) hence relevant in this research. This theory has implications on the rightness of an act and not on what results from the act by people in organizations. The theory has cross cutting significance. In the context of the current study deontology theory will be the umbrella theory to underpin this study. It is useful in the context of supply chain because for a company to be efficient and effective in their performance in terms of value for money there must be morals when it comes to supply chain performance. If there are no guiding principles then inconsistency and inefficiency in procurement function activities will affect supply chain performance hence there is need for organizations to attract and retain employees that follow legal and generally accepted moral norms (John & Georgia, 2010). The relevance of deontological ethics to issues in science and technology is not immediately obvious (Beachamp & Childress 2010).

Typical duties or rules in these theories are often quite abstract and sometimes address personal morality; hence they seem ill suited to broad and complicated questions in technical fields. As a matter of personal morality, deontologists might require us never to lie or steal, to give to charity, and to avoid unnecessary harm to people and animals (Darwall, 2010). These rules are already internalized in most of us, and are supported by religious, social, and civil institutions and in some cases by enlightened self-interest. In deontological theories, the consequence of an act may be good, but some acts are always wrong. Actions in deontological theories are judged as ethical or unethical based on duty or the intentions of an actor without regard to human happiness. Deontological approach is practiced by companies that follow legal and generally accepted moral norms by following codes of ethics to avoid improper behaviours (Jackson & Eunice, 2014). Though the connection between duties and our practices in science and technology may be hard to grasp, it is also clear that deontology should play an important role in evaluating these practices to avoid accounting of the consequences of activities in these areas since these consequences are often impossible to anticipate and very difficult to repair (Velasquez, 2010).

**Empirical Review:**

This involved the review of various studies relating the specific objectives under the study namely confidentiality ethical practice, transparency ethical practice, supplier evaluation ethical practice and accountability ethical practice.

**Supplier Evaluation Ethical Practice:**

Supplier evaluation ethics is a process to assess supplier actions which help to bring better supply chain performance (Ho, Xu & Dey, 2010). Supplier evaluation ethical practice is a management activity whose primary aim is acquiring information to analyse and to manage supplier relationships and supply situations (Ngatia & Chirchir, 2013). The supplier evaluation ethical practice can not only be used for evaluating and motivating existing suppliers, but also be employed as tool for improvements (Imeri, Shahzad, Takala, Liu, Sillanpaa & Ali, 2015).

According to Lenort, (2012) the buyer company can develop supplier evaluation process and communicate with suppliers to address the shortcomings and build effective buyer-supplier relationship. It is a process that entails the simultaneous consideration of a number of critical supplier performance features that include price, delivery lead-times, and quality. The importance of supplier evaluation ethical practice is evident from its impact on firm supply chain performance and more specifically on final product attributes such as cost, design, manufacturability and quality. Suppliers are important stakeholders whose operations can impact the overall supply chain performance of a given firm.

The choice of an organization's supplier should be guided by an elaborate evaluation of the potential suppliers since the suppliers can impact the supply chain performance (Justus & Barrack, 2016). Delayed deliveries, poor quality products or services, non-completion of orders and even threats of litigation due to delayed payments is a common scenario experienced by procuring institutions.

Several studies have been undertaken on supplier evaluation ethics. A study by Završnik, (2014) on how important the evaluation ethics of suppliers is in the management of purchasing, established that evaluation ethics has a significant bearing on the profitability and performance of organizations and their overall competitiveness. Negative evaluation practices are manifested in wrong computation of costs by evaluation teams, shoddy commodities and goods, poor performance of construction works, failure to complete performance of contracts on time or not at all (Agaba & Shipman, 2016).

Supplier evaluation ethics in both public and private organizations provides a transparent and systematic approach for supplier selection by procurement functions (Agarwal, Sahai, Mishra & Singh, 2011). The evaluation of potential suppliers needs to be conducted under clear procedures without subjective judgement, which means that each supplier applying for the deal will be treated equally. This ensures fair dealing which is essential to minimize the potential risk from undue influence under the circumstance of discretion. In addition, the suppliers will be more aware of the importance of following regulations and the obligations regarding payment of taxes or social security contributions since they are mandatory pre-requirements for the suppliers (Aksoy & Ozturk, 2011)

### **Supply Chain Performance:**

Supply chain performance depicts the final element in the supply chain cycle and should not be seen in isolation as the monitoring processes but often occur concurrently with all the other elements in the supply chain cycle (Arrowsmith, 2012). The process consists of analysis to determine whether the proper process is followed and whether the desired outcomes are achieved (Wanyama, 2014). An effective supply chain performance system should be developed and implemented in accordance with departmental policies and procedures with applicable legislative requirements (Froystad, 2010). Most managers aspire to achieve too many objectives simultaneously without accounting for inherent trade-offs. For example, the goal of reducing supply costs may have a negative impact on desired product quality, lead time or the proximity of the supply base (Hui, 2011). Supply chain performance is a major component of competitive strategy to enhance productivity and profitability of both private and public entities. The role of ethical procurement practice in the success of organizations cannot be overstated because they affect strategic, tactical and operational planning and control (Eyaa, 2011). Supply chain performance can be measured with effectiveness and efficiency Kakwezi and Nyeko (2014). On the other hand, supply chain performance is associated with reduced procurement costs and improved achievement of procurement organizational goals respectively (Muma & Osuga, 2015). The concept of supply chain performance has emerged strongly in Kenyan public and private sector due to the malpractices and inefficiencies experienced in the sector and causes losses to organizations (Chemoiywo & Ikumu, 2014). Supply chain performance measurement can be defined as the process of qualifying the efficiency and effectiveness of action.

Efficiency is a measure of productivity, how much you get out in relation to how much you put in. Efficiency is primarily associated with the process and the best use of resources which also involves the delivery of procurement. It includes whether you get it right first time or whether you have duplication (Anderson, 2012). Supply chain performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Corina, Liviu & Roxana, 2011). Procurement needs to demonstrate value delivery to the organisation where activities are aligned with the corporate strategy of an organization with need of procurement related key performance indicators to ensure they comply with procurement initiatives. Effectiveness is the ability of a person, function or organization to accomplish a given goal, purpose or mission while efficiency is the ability of person, function or an organization to maximize productivity with the least amount of effort, time money or other resources (Jackson & Eunice, 2014). Some indicators of an effective procurement process include; acquisition of excellence comprising quality assurance systems and communication of quality standards, increased professionalism of procurement staff and the development of cross functional teams, the degree of internal customer satisfaction with procurement services and supplier management including a reduced supplier base, supplier development and long term collaborative relationships (Hines, 2010).

Procurement performance in the context of supply chain is the contribution to the attainment of overall corporate goals such as customer satisfaction, market share, and profits (Cruz & Matsypura, 2013). It also acts as a driver and a significant strategic tool for firms striving to achieve competitive success (Halldorsson & Kovacs, 2010). Procurement has evolved along two paths in addressing supply chain performance (Emiliani, 2010). The traditional path emphasizes the tactical objectives of procurement in assessing supply chain performance such as increasing productivity, reducing inventory and cycle time (Wolf & Seuring, 2010). The second research stream reflects on the evolution of the procurement from a tactical to a strategic function and emphasizes the strategic goals of procurement function (Mollenkopf, Stolze, Tate & Ueltschy, 2010). Therefore, supply chain performance is increasingly being viewed by scholars to be its ability to contribute to the attainment of goals, effectiveness, and efficiency of the supply chain members (Douglas & Lubbe, 2012).

**Conceptual Framework:**

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought (Warui & Ngugi, 2013). A variable assumes different measurable characteristic values among subjects and they will be independent and dependent variable (Creswell, 2010). The independent variable in the study is confidentiality ethical practice while dependent variable is supply chain performance. The relationship between these variables is shown in Figure 2.1.

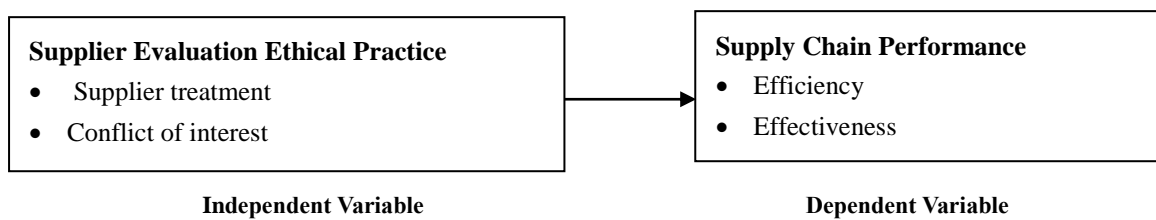


Figure 2.1: Conceptual Framework.

**Critique of the Existing Literature relevant to the Study:**

The research conducted by Jackson and Eunice, (2014) on role of ethics in procurement process effectiveness in the water sector in Kenya a case study of EWASCO, Embu County found that the more ethical procurement practices help the companies better the effectiveness of the procurement process and hence the more customers will be satisfied. The study focused on government policy and the ethical codes as objectives. Furthermore, they assert that companies that adhere to a strong procurement ethical policy are likely to enjoy a long-term competitive advantage. This in agreement with Wanyonyi & Muturi, (2015) who got that there is a positive effect of work ethics on performance of procurement function in his study on factors affecting performance of procurement function among public technical training institutions in Kisumu County . The study sought to establish whether their institutions invite tenders from all suitable suppliers after receiving evaluation bids. Most of the respondents were in agreement that top causes for lower ethical standards include political corruption and loss of confidence and personal integrity (Choi & Zuzaan, 2011).

**3. RESEARCH METHODOLOGY****Research design:**

The study sought to adopt descriptive survey research design since it explained the relationship between the study variables. According to Sekaran & Bougie, (2011) descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation hence it is relevant in this study. A research design is an arrangement of conditions for collection, measurement and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure (Kothari, 2010). On the other hand Oyando, (2014) asserts that it is the basic plan that indicates an overview of the activities that are necessary to execute the research.

**Target Population:**

Target population is the entire aggregation of respondents that meet the designated set of criteria (Namukunda & Ogollah, 2016). The study looked at 6 branches for analysis which G4s Kenya is operating in western region. The licensed branches have department's namely electronic security services with a total of 82 permanently employed employees in the region, manned security services 519, Logistics 125 and cash security services 40 in western region which will form the target population of 766 as per the data records sheets as attached in appendix five. The target population included all permanent employees in G4s Kenya selected regions namely Kisumu, Kakamega, Mumias, Bungoma, Webuye and Eldoret in various departments that meet the set criteria, and are the population for which information was required (Francis, 2012) since they were directly involved in rendering services.

**Sampling Frame:**

In order to get a representative sample the study included all employees who are directly linked in procurement decisions in various departments to identify key informants. The sampling frame refers to the complete list of all the members of the population that the researcher wishes to draw the study sample from (Currivan & Rose, 2012).

Table 3.1: Sampling Frame

Name of the department	Number of employees
Electronic Security Services (ESS)	82
Manned Security Services (MSS)	519
Logistics	125
Cash Security Services (CSS)	40
<b>Total</b>	<b>766</b>

**Sample Size and Sampling technique:**

A sample refers to a small group of individuals, elements or characters drawn from a larger group (Nalzar, 2012). In calculating the sample size the researcher used a formula according to Yamane, (1967). Kothari, (2009) asserts that a sample size is a definite plan for obtaining a sample from the sampling frame. Sampling is the process by which a relatively small number of object or event is selected and analysed in order to find something about entire population from which it is selected (Wanjohi, 2010). The study adopted simple random sampling so as to give equal chances of the respondents to participate in the study thus avoiding bias.

$$n = \frac{N}{1 + Ne^2}$$

N – is the population size

e – is the level of precision (95%; e = 0.05)

$$n = \frac{766}{1 + 766(0.05)^2}$$

$$n = \frac{766}{1 + 766(0.0025)}$$

$$n = \frac{766}{2.915} \quad n = 262$$

Therefore the sample size for the study was **262 participants** to whom questionnaires will be provided.

**Research Instruments:**

The study used questionnaire as a tool for collecting the data. The primary data was gathered using questionnaire for closed-ended and open ended questions to collect data from respondents. The advantage of using this type of instrument is the ease that it accords the study during the analysis (Okello, 2015). The information that was obtained from questionnaire was free from bias of researchers influence thus accurate and valid data was gathered (Festing, 2017). A five point Likert scale was used in the study where 1= Undecided, 2 = Disagree, 3= Sometimes Agree, 4 = Agree and 5= Strongly Agree. The Likert scale measures the level of agreement or disagreement and is good in measuring perception, attitude, values and behaviour. The Likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003) Secondary data was gathered from past published scholarly articles.

**Data Collection Procedure:**

An introduction letter from the school of graduate studies, Jomo Kenyatta University of Agriculture and Technology was obtained to be taken to the branch managers to seek permission for carrying out the study. The research used self-introductions and also internal informants. The questionnaires were sent to the respondents attached with a forwarding

letter from the University. Follow ups were made and the fully completed questionnaires were later picked from the respondents. Completed questionnaires were to be collected after completion of the exercise is over in a period of two weeks. The questionnaires were distributed to the respondents by hand delivery.

#### **Pilot test:**

Pre-testing of the primary data instrument was done using a small representative sample based on convenience to test the adequacy of the research instruments (Cooper & Schindler, 2011). A pilot study aims at showing the validity and reliability of the study (Okello, 2015). In this study the researcher selected a pilot group 26 respondents which was 10% of the sample size respondents to facilitate identification of the potential errors or biasing effect of different questions and procedures. The pilot helped to discover the clarity and objectivity of the chosen questions and to correct inconsistencies arising from instrument, which ensured that they measure what was proposed (Nyumba, 2015).

#### **Reliability:**

Reliability can be described as the degree to which measurement of a test remains consistent over repeated tests of the same subject under identical conditions (Gabriel, 2012). There are three types of reliability referred to in quantitative research. The degree to which a measurement remains constant is having done repeatedly, the stability of measurement overtime and the similarity of measurements within a given frame. For the outcome to be more reliable, the responses have to be consistent. Due to the nature of the study, reliability of the primary data instrument was measured using internal consistency which measures consistency within instrument and questions how well a set of items measures a particular behavior or characteristic within the test (Littrell, 2013).

The higher the consistency the more reliable the data is. This study used the most common internal consistency measure known as Cronbach's alpha. As stated by Ngugi, (2013) it demonstrates the degree to which a set of test items can be treated as measuring a solitary inactive variable. The recommended value is at 0.70 implying that the instruments are reliable (Nyumba, 2015). The results of the reliability tests were presented in Table 3.2.

**Table 3.2: Reliability Test Results**

<b>Study Constructs</b>	<b>Test Items</b>	<b>Alpha Coefficients</b>
Supplier Evaluation Ethical Practice	10	0.715
Supply Chain Performance	10	0.702

#### **Validity:**

It is the degree to which an instrument measures what it should gauge and executes as it is intended to perform (Golafshani, 2003). It is uncommon for an instrument to be hundred percent substantial, so legitimacy is usually measured in degrees. Validation includes collecting and analyzing information to evaluate the precision of an instrument (Nyumba, 2015). This study assessed validity of the primary data instrument using content. Content validity was determined by first discussing the items in the instrument with the supervisors.

#### **Data processing and analysis:**

Before processing the responses the filled questionnaires were edited for completeness and consistency. The data collected was analysed using descriptive statistics and inferential statistics. The descriptive technique generated frequencies, mean and percentages while inferential statistics generated in fitness of correlation of variables. Primary data was analysed in percentages form and presented in table format while secondary data was analysed using descriptive statistics. Descriptive analyses are important since they provide the foundation upon which correlational and experimental studies emerge. They also provide clues regarding the issues that should be focused on leading to further studies (Mugenda & Mugenda, 2003).

Descriptive analysis was used due to numerical data gathered using closed-ended questions. Correlation analysis was also be used to determine the relationship of the variables. The statistical package for social sciences (SPSS) computer software was used for analysis to generate data array for subsequent data analysis and it has descriptive statistics features that assisted in variable response comparison to give clear indications of response frequencies. Data collected was coded to enable responses to be grouped into various categories where descriptive statistics was used. Tables were used



appropriately to present data collected for ease of understanding and analysis. Data analysis is an examination of what has been collected and making deduction and inferences (Kothari, 2010). Regression analysis was used and the regression model was as follows.

$$Y_{SCP} = \alpha + \beta_1 CEP + \beta_2 TEP + \beta_3 SEEP + \beta_4 AEP + \epsilon$$

Where

CEP= Supplier Evaluation Ethical Practice

YSCP =Supply Chain Performance

$\alpha$  = the constant

$\beta_1$ , = Regression constant

$\epsilon$  =Error term

#### 4. RESEARCH FINDINGS AND DISCUSSIONS

##### Response Rate:

Response rate is the number of the questionnaires that are filled successfully and returned in relation to the total number administered to the respondents. According to Bailey (2000), a 50% response rate is good and a response greater than 70% is great. The results are presented in Table 4.1

Table 4.1: Response Rate

Questionnaire	Respondents	Percentage %
Returned	216	92
Not Returned	20	8.5
<b>Total</b>	<b>236</b>	<b>100</b>

The study received a response rate of 216 (92%) out of 236 administered questionnaires. Thus, the response rate achieved in this study can be considered sufficient to give the findings adequate reliability.

##### Background Information:

The study looked at various parameters relating to the respondents working in G4s Kenya limited transport and logistics firms located in western Kenya region. This includes age, gender number of years worked, the level of education and designation of the sampled employees. The results were presented in form of frequencies and percentages.

##### Age of the Respondents:

The study sought to find out the age of the respondents. The results are shown in Table 4.2.

Table 4.2: Ages of Respondents

Age	Frequency(N)	Percentage (%)
Below 20		
21-30	72	33.3
31-40	81	37.5
41-50	36	16.7
Above 50	27	12.5
<b>Total</b>	<b>216</b>	<b>100.0</b>

The study results indicated that the employees are mature and are able to work since they have attained the right age of employment as majority are 31-40 (37.5%) years although it doesn't form part of the variables under study.

**Gender of the Respondents:**

The study sought to find out the gender of the respondents. The results are shown in Table 4.3.

**Table 4.3: Gender of the Respondents**

Gender	Frequency(N)	Percentage (%)
Male	123	56.9
Female	93	43.1
<b>Total</b>	<b>216</b>	<b>100.0</b>

From Table 4.3 the study established that there are more male 123 (56.9%) compared to female 93 (43.1%) working in the organization. This is as a result of the perception that certain jobs were meant for men and that's why most female never had the interest of joining for such opportunities but as a result of awareness there is now an increased number of female joining very many fields believed to have been for men those old days.

**Working Experience:**

The study sought to find out the working experience of the respondents. The results are shown in Table 4.4.

**Table 4.4: Working Experience**

Number of Years Worked	Frequency(N)	Percentage (%)
Less than 1 year	3	1.4
1-5 years	69	31.9
6-10 years	102	47.2
More than 10 years	42	19.4
<b>Total</b>	<b>216</b>	<b>100.0</b>

The study found out that majority had enough experience in carrying out their duties. This means that they are able to know and handle the organization vision and mission towards achieving its goals. They also understand the challenges the organization is facing in terms of performance.

**Education Level:**

The study sought to find out the education level of the respondents. The results are shown in Table 4.5.

**Table 4.5: Education Level**

Education Level	Frequency(N)	Percentage (%)
Doctorate		
Masters	3	1.4
Degree	54	25.0
Diploma	72	33.3
Form Four	87	40.3
<b>Total</b>	<b>216</b>	<b>100.0</b>

The aim of the study was to find out the level of the education of the respondent's. From the Table 4.5 it was found out that majority of the respondents had attained form four level 87 (40.3%) and they have grown up in ranks through hands experience in serving the organization in different capacities. It is worth noting that the organization recognizes the skills in an employee not the academic papers although on the other hand employees are advised to upgrade so that in case of arising opportunities they stand high chance of being recruited from the system.

**Descriptive Statistics of the Variables:**

The study analysed the views of the employees working with G4s Kenya limited among transport and logistics firms located in western Kenya regarding influence of ethical procurement practices and supply chain performance in their respective firms. The construct of the study was supplier evaluation ethical practice and supply chain performance. The

results of the descriptive analysis were presented in form of measures of distribution comprising of frequencies, measures of central tendencies and measures of dispersion constituting means and standard deviations respectively. The responses sought from the sampled respondents were on a 5-point Likert scale where integers 1 – 5 represented strongly disagree, disagree, undecided, agree, and strongly agree respectively.

### Supplier Evaluation Ethical Practice:

The study further evaluated the views of employees working with G4s about supplier evaluation ethical practice on supply chain performance. The descriptive results are as shown in Table 4.6

**Table 4.6: Descriptive Statistics for Supplier Evaluation Ethical Practice**

Supplier Evaluation Ethical Practice Statements	SD (%)	D (%)	U (%)	A (%)	SA (%)	N	MIN	MAX	MEAN	STD. DEV
Fairness is upheld in procurement resulting to supplier confidence	0	8.3	16.2	29.2	46.3	216	2	5	4.11	1.044
All Suppliers are treated equally during procurement process.	3.7	6.5	16.7	28.7	44.4	216	1	5	4.04	1.099
Suppliers are awarded contracts strictly on compliance	0	7.0	15.3	28.2	48.5	216	2	5	4.18	1.007
Suppliers safeguard customer information in accordance with applicable law	5.1	10.5	8.3	27.4	48.7	216	1	5	4.04	1.208
Suppliers are committed to the highest standards of ethical procurement practice	0	13	13.9	25.0	48.1	216	2	5	4.06	1.121
Conflict of interest is always declared by any stakeholder in procurement process	4.6	6.5	10.2	18.5	60.2	216	1	5	4.23	1.154
Suppliers disclose information regarding their business activities, structure, financial situation, and performance in accordance with applicable law and prevailing industry practices	4.2	5.6	9.2	19.4	61.6	216	1	5	4.29	0.942
Penalties for non-adherence clearly spelt to avoid malpractice	3.7	9.7	12.1	27.3	47.2	216	1	5	4.05	1.148
prequalification publicity to all stakeholders for transparency	0	10.7	14.8	21.3	53.2	216	2	5	4.16	1.075
Supplier vetting is clearly documented and communicated for authenticity	0	6.5	17.6	25.4	50.5	216	1	5	4.19	0.964

The study revealed as indicated in Table 4.6 that fairness was upheld in procurement resulting to supplier confidence (mean = 4.11 std dev. = 1.044). All Suppliers were treated equally during procurement process it was agreed (mean =4.04 std dev. =1.099) and contracts are awarded strictly on compliance agreed (mean =4.18 std dev. =1.007). Suppliers safeguard customer information in accordance with applicable law agreed (mean =4.04 std dev. =1.208) and suppliers are committed to the highest standards of ethical procurement practice it was agreed (mean= 4.06 std dev =1.121). Respondents had opinion that conflict of interest is always declared by any stakeholder in procurement process it was agreed (mean = 4.23 std dev. = 1.154). Suppliers disclose information regarding their business activities, structure, financial situation, and performance in accordance with applicable law and prevailing industry practices (mean= 4.29 std dev. = 0.942). There were penalties for non-adherence clearly spelt to avoid malpractice (mean= 4.05 std dev. = 1.148) and there was prequalification publicity to all stakeholders for transparency (mean =4.16 std dev.= 1.075).Supplier vetting is clearly documented and communicated for authenticity respondents agreed (mean = 4.19 std dev.= 0.964).The results are in agreement with Easter & Noor, (2016) who also got positive results in their study of suppliers evaluation on procurement performance and also Justus & barrack, (2016)

**Supply Chain Performance:**

The study further inquired on the influence of ethical procurement practices on supply chain performance. The results are presented in Table 4.7

**Table 4.7: Descriptive Statistics for Supply Chain Performance**

Supply Chain Performance Statements	SD (%)	D (%)	U (%)	A (%)	SA (%)	N (%)	MIN	MAX	MEAN	STD. DEV
Ethical procurement practice improves an organization's performance in supply chain	0	14.1	13.9	38.0	42.1	216	2	5	4.15	0.910
The organization receives timely deliveries of requisitions out of its efficient procurement process	0	6.0	13.9	32.9	47.2	216	2	5	4.20	.0941
The organization offers enhanced quality services because efficient and effective procurement processes in supply chain	6.0	2.3	13.9	34.7	43.1	216	1	5	4.60	1.098
There are minimal complaints from our customers on procurement matters due to its Efficiency ethical procurement practice.	3.7	2.8	22.2	29.6	41.7	216	1	5	4.03	1.043
My company saves due ethical procurement practice	2.8	8.3	16.2	28.2	44.4	216	1	5	4.03	1.093
My company relates well with other companies due to ethical procurement practice.	3.2	8.3	7.4	32.4	48.6	216	1	5	4.15	1.081
Suppliers are satisfied with Company ethical procurement practice	2.8	6.0	13.4	34.7	43.1	216	1	5	4.09	1.026
There is cost efficiency in supply chain due to ethical procurement practice	3.2	7.4	7.9	29.2	52.3	216	1	5	4.20	1.075
There is Capacity Utilization in supply chain due to ethical procurement practice	4.6	4.2	12.0	24.5	54.6	216	1	5	4.20	1.102
There is employee Satisfaction in supply chain due to ethical procurement practice	0	12.1	10.6	39.4	38.0	216	2	5	4.01	1.032

Employees opinion on ethical procurement practice improves an organization's performance in supply chain results were agreed (mean=4.15 std dev. = 0.910). The organization receives timely deliveries of requisitions out of its efficient procurement process it was agree (mean=4.20std dev. = 0.941) and the organization offers enhanced quality services because efficient and effective procurement processes in supply chain mean= 4.60 std dev. =1.098).On minimal complaints from customers on procurement matters due to its efficiency ethical procurement practice employees gave results as agreed (mean=4.03 std dev.=1.043) and the company saves due ethical procurement practice it was agreed (mean =4.03std dev.= 1.093).

It was discovered that company relates well with other companies due to ethical procurement practice (mean=4.15 std dev. 1.081) and suppliers are satisfied with company ethical procurement practice (mean=4.09 std dev. =1.026). It was discovered that there is cost efficiency in supply chain due to ethical procurement practice (mean=4.20 std dev. =1.075)

and there is capacity utilization in supply chain due to ethical procurement practice (mean =4.20 std dev. =1.102). There is employee satisfaction in supply chain due to ethical procurement practice (mean=4.01 std dev. =1.032). This study agrees with study done by Juliet, (2015) who got a significant relationship between ethical practices and supply chain performance. It is also supported Balcik & Beamon, (2012) in their study that got a positive relationship.

#### Inferential Statistics Analysis:

The study further put into perspective the relationship between supplier evaluation ethical practice and supply chain performance among G4s Kenya limited transport and logistics firms western region. This was achieved through both Spearman rank correlation analysis and regression analysis.

#### Correlation between Supplier Evaluation Ethical Practice and Supply Chain Performance:

More so, the study examined the correlation between supplier evaluation ethical practice and supply chain performance among G4s transport and logistics firms in western Kenya as shown in Table 4.8

**Table 4.8: Correlation of Supplier Evaluation Ethical Practice on Supply Chain Performance**

		Supply chain performance	Supplier evaluation ethical practice
Supply chain performance	Pearson Correlation	1	.303**
	Sig. (1-tailed)		.000
	N	216	216
Supplier evaluation ethical practice	Pearson Correlation	.303**	1
	Sig. (1-tailed)	.000	
	N	216	216

\*\* . Correlation is significant at the 0.05 level (1-tailed).

The correlation between the two study constructs was found to be positive, moderately strong and statistically significant ( $r = 0.303$ ;  $p < 0.05$ ). The results meant that the more supplier ethical practice was adopted by the G4s firms, the more they were likely to improve the supply chain performance and the reverse was true. The findings brought the importance of supplier evaluation ethical practice among the G4s firms. The findings are in agreement with Oloruntoba and Gray (2016) who found out that supplier evaluation ethical practice on supply chain performance enables firms to drive rapid change in all aspects of nearly all operations, thus is a critical factor to achieving high performance

**Table 4.9: Supplier Evaluation Ethical Practice Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					Change	F Change	df1	df2	Sig. F Change
1	.254 <sup>a</sup>	.065	.060	6.628	.065	14.774	1	214	.000

a. Predictors: (Constant), Supplier evaluation ethical practice

The model summary in Table 4.9 involves transparent ethical practice as the only independent variable. The coefficient of determination (R square) of 0.065 indicated that the model explained only 6.5 % of the variation or change in dependent variable with the remainder of 93.5% explained by other factors other than supplier evaluation ethical practice. Adjusted of the R square did not change substantially having reduced the explanatory behavior of the predictor to 6%

**Table 4.10 Supplier Evaluation Ethical Practice ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	649.043	1	649.043	14.774	.000 <sup>a</sup>
	Residual	9401.457	214	43.932		
	Total	10050.500	215			

a. Predictors: (Constant), Supplier  
b. Dependent Variable: Supply Chain performance

The ANOVA output was examined to check the proposed model viable. Results shown in Table 410 reveal that F statistics was significant ( $F = 14.774$   $P < 0.05$ ) this shows that the model was valid. The model significantly influences supply chain performance thus the model was significant.

**Table 4.11: Regression of Supplier Evaluation Ethical Practice on Supply Chain Performance**

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations		
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	30.928	2.042		15.146	.000			
	Supplier	.204	.053	.254	3.844	.000	.254	.254	.254

a. Dependent Variable: Supply Chain performance

The results of the regression coefficients presented in Table 4.11 shows that estimate of  $\beta$  values and give an individual contribution of a predictor to the model. The  $\beta$  value tells us about the relationship between supplier evaluation ethical practice with each predictor. The  $\beta$  value indicates a positive relationship with the predictors and the outcome. The  $\beta$  value for supplier evaluation ethical practice (0.254) was positive. The positive  $\beta$  values indicate the direction of relationship between predictor and outcome. From the Table 4.24 the model was then specified as

$$Y_{SCP} = \beta_3 SEEP + \epsilon$$

$$\text{Supply chain performance} = 0.254 + \epsilon$$

The coefficient of the variable indicates the amount of change one could expect in supply chain performance given a one unit change in value of that variable, given that all the variables in the model are standardized basing on the standardized coefficients. Result reveal that standardized regression coefficient for supplier evaluation ethical practice ( $\beta = 0.254$ ), implies that an increase of 1 standard deviation in supplier evaluation ethical practice is likely to result in a 0.254 standard deviation in supply chain performance. T- test was used to identify whether predictor was making a significant contribution to the model. When the t-test associated with  $\beta$  value is significant then the predictor is making a significant contribution to the model. The results show that transparent ethical practice ( $t = 15.146$ ,  $P < 0.05$ ).

### Hypotheses Testing

The results of simple linear regression analysis were used in testing null hypotheses as illustrated hereunder.

i)  $H_{O1}$ : There is no influence of supplier evaluation ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya.

$H_A$ : There exists significant relationship between supplier ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya.

**T-test statistics results:** ( $t = 15.146$ ,  $P < 0.05$ ) Table 4.24

**Verdict:** The null hypothesis was rejected.

**Interpretation:** There is influence of supplier evaluation ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya.

### Discussion of the Results:

The main purpose of the study was the influence of ethical procurement practices on supply chain performance among G4s transport and logistics firms in western Kenya. In fact organization can only attain supply chain performance by improving procurement ethical practices. This is underpinned by the findings of this study. The third objective was to find out supplier evaluation ethical practice on supply chain performance among G4s transport and logistics firms in western Kenya. It is important for managers to understand the relationship between ethical procurement practices on supply chain performance. The findings of this study were significant with a positive correlation  $r = 0.254$   $P < 0.05$  between supplier evaluation ethical practice and supply chain performance in G4s transport and logistics firms in western Kenya. The model explained only 6.5 % of the variation or change in dependent variable with the remainder of 93.5% explained by

other factors other than supplier evaluation ethical practice. Regression analysis show that  $t = 15.146, P < 0.05$  where the findings are in agreement with Ambe, (2014) on supplier evaluation ethical practice who pointed out that evaluation and selection of the right supplier ensures quality products and services that conform to buyer standards and specifications. This is supported by the findings of Easter & Noor, (2016) who also got positive results in their study of suppliers evaluation on procurement performance and also Justus & barrack, (2016) who implied that the level decision making process is a key element of supply chain performance during supplier evaluation.

## 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main objective of the research was to find out the influence of ethical procurement practices on supply chain performance among G4s transport and logistics firms in western Kenya.

### Summary of the Findings:

This section presents a summary of both descriptive and inferential statistical findings. The summary captures the key results and interpretations on influence of ethical procurement practices on supply chain performance among G4s transport and logistics firms in western Kenya.

### Influence of Supplier Evaluation Ethical Practice on Supply Chain Performance:

Supplier evaluation refers to the process where procurement function tries to select the right supplier based on certain important parameters in meeting specification in supply chain. From the findings this study showed a positive and significant correlation supplier evaluation ethical practice and supply chain performance among G4s transport and logistics firms in western Kenya. Coefficient of determination (R square 0.65 indicated that the model 65% of the variation or change in the dependent,  $F = 14.774$   $p < 0.05$ ,  $\beta = 3.844$   $P < 0.05$ . All this result into rejection of the null hypothesis hence need for the organization to give the importance of supplier evaluation ethical practice to achieve high supply chain performance .

### Conclusions of the study:

Although some organizations have realized the importance of implementing procurement ethical practice in supply chain, often they exactly not understand what to implement for long-term, beneficial relationships with suppliers, buyers and other partners in the supply chain. This is due to lack of understanding of what constitutes a comprehensive set of procurement ethical practice in supply chain. The findings of this study have a number of significant implications for managers. First, managers can use the results to assess what decision-making processes they can use to increase the firms supply chain performance. It also provides managers with an indication on areas that requires higher or lower investment to support responsiveness.

The practitioners in supply chain may gain more understanding as well as direction in the academic body of knowledge, which involves relationship in supply chain performance The findings of the study will also assist policy makers in providing justification for allocation of resources t and maintenance across supply chains. This study makes a significant contribution by providing a framework for decision making.

### Recommendations:

Based on the findings, the researcher recommends that g4s firms should focus more on developing commitment to ethical practice. This is particularly important in the decision making process and as a key element of supply chain success. It is also key in building and maintaining mutual partnerships of the supply chain firms hence achieving higher levels supply chain performance confidentiality throughout the procurement cycle. When planning a procurement, entities should consider the nature of the procurement and whether it is likely to raise ethical issues. Similarly, G4S should ensure that request documentation, including any draft contract, should reflect the entity's requirements for confidentiality and position on commercially sensitive information as assessed by the entity during the procurement planning process.

### Recommendations for future studies:

Future studies should collect data from a larger population and compare with other countries to further validate or extend the theoretical constructs identified in this study. Further, the research employed a cross-sectional snapshot of the phenomenon. The research was not able to draw causal inferences because of the undertaken cross-sectional nature of data. Longitudinal data are needed for studying causations.

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