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College of Humanities and Social Science

School of Business

**The Effect of Ethical Sensitivity and Cynicism on Circular Procurement in the Context of
Pharmaceutical Industry**

By

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A Thesis submitted to the Department of Supply Chain and Information Systems, School of
Business in partial fulfillment of the requirements for the degree of

**MASTER OF SCIENCE IN
PROCUREMENT AND SUPPLY CHAIN MANAGEMENT**

MAY, 2023

DECLARATION

I hereby declare that this submission is my work towards the Masters of Science in Procurement and Supply Chain Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text.

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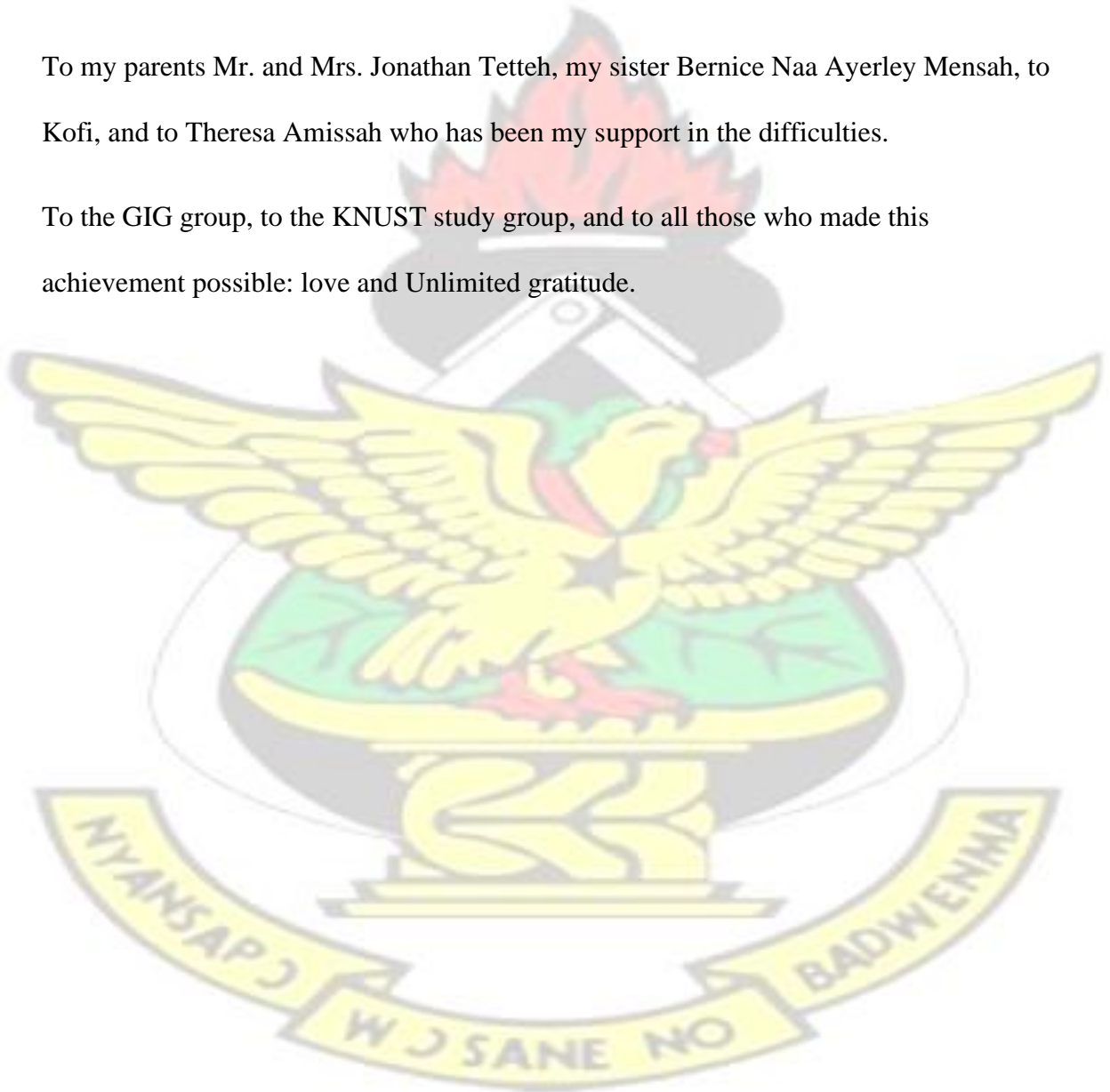
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DEDICATION

I dedicate this achievement to my husband Mr. Louis Sackey and my Children Andrews and Anne, who with love and effort have accompanied me in this process, without hesitating at any moment of seeing my dreams come true, which are also their dreams.

To my parents Mr. and Mrs. Jonathan Tetteh, my sister Bernice Naa Ayerley Mensah, to Kofi, and to Theresa Amissah who has been my support in the difficulties.

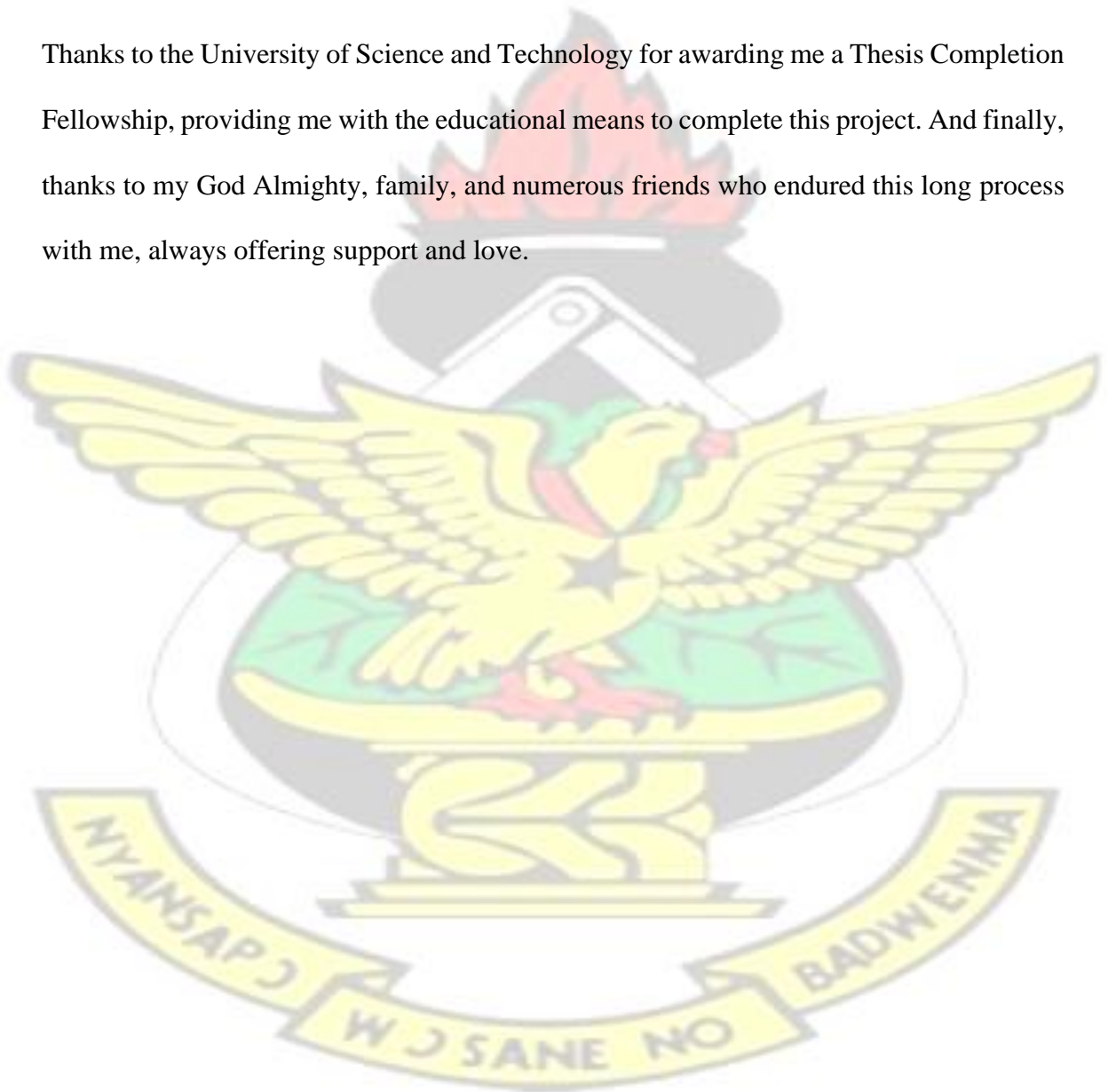
To the GIG group, to the KNUST study group, and to all those who made this achievement possible: love and Unlimited gratitude.



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ABSTRACT

This study set out to investigate the effects of cynicism and ethical sensitivity on public sector procurement performance in Ghana. This study used a cross-sectional research design to explain its findings, using inductive logic to interpret its numerical findings. The sample population for this study consists of individuals from the tender committee, procurement officials, and a subset of Ghanaian public institutions. A total of 180 individuals from the tender committee, procurement officers in public institutions in Ghana were chosen for the study. The study validated the hypotheses by using Structural Equation Modeling (SmartPLS 4). The data was summarized using descriptive statistics. Results showed that cynicism had a significant impact on public sector procurement performance. Ethical sensitivity was also proven to have a significant impact on procurement performance. The findings suggest that a more concerted effort to combat cynicism in Ghana's public sector might help the sectors procurement system function more smoothly and fairly. However, the sectors should promote ethical sensitivity activities in order to improve their procurement performance.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGMENT	iii
ABSTRACT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER ONE	10
INTRODUCTION	10
1.1 Background of the Study	10
1.2 Problem Statement	13
1.3 Objective of the study	15
1.4 Research Questions	16
1.5 Significance of the study	16
1.6 Research Methodology	17
1.7 Organization of the study	17
CHAPTER TWO	19
LITERATURE REVIEW	19
2.1 Introduction.....	19
2.2 Conceptual Review	19
2.2.1 Cynicism	19
2.2.2 Ethical Sensitivity	20
2.2.3 Procurement Performance	21
2.3 Theoretical Literature Review	22
2.3.1 Social Exchange Theory	22
2.4 Empirical Literature Review	23
2.5 Conceptual Model/ Framework	30
2.6 Hypotheses Development	31
2.6.1 Hypothesis 1: Cynicism on Procurement Performance	31
2.6.2 Hypothesis 2: Ethical sensitivity on Procurement Performance	32
CHAPTER THREE	44
RESEARCH METHODOLOGY.....	44

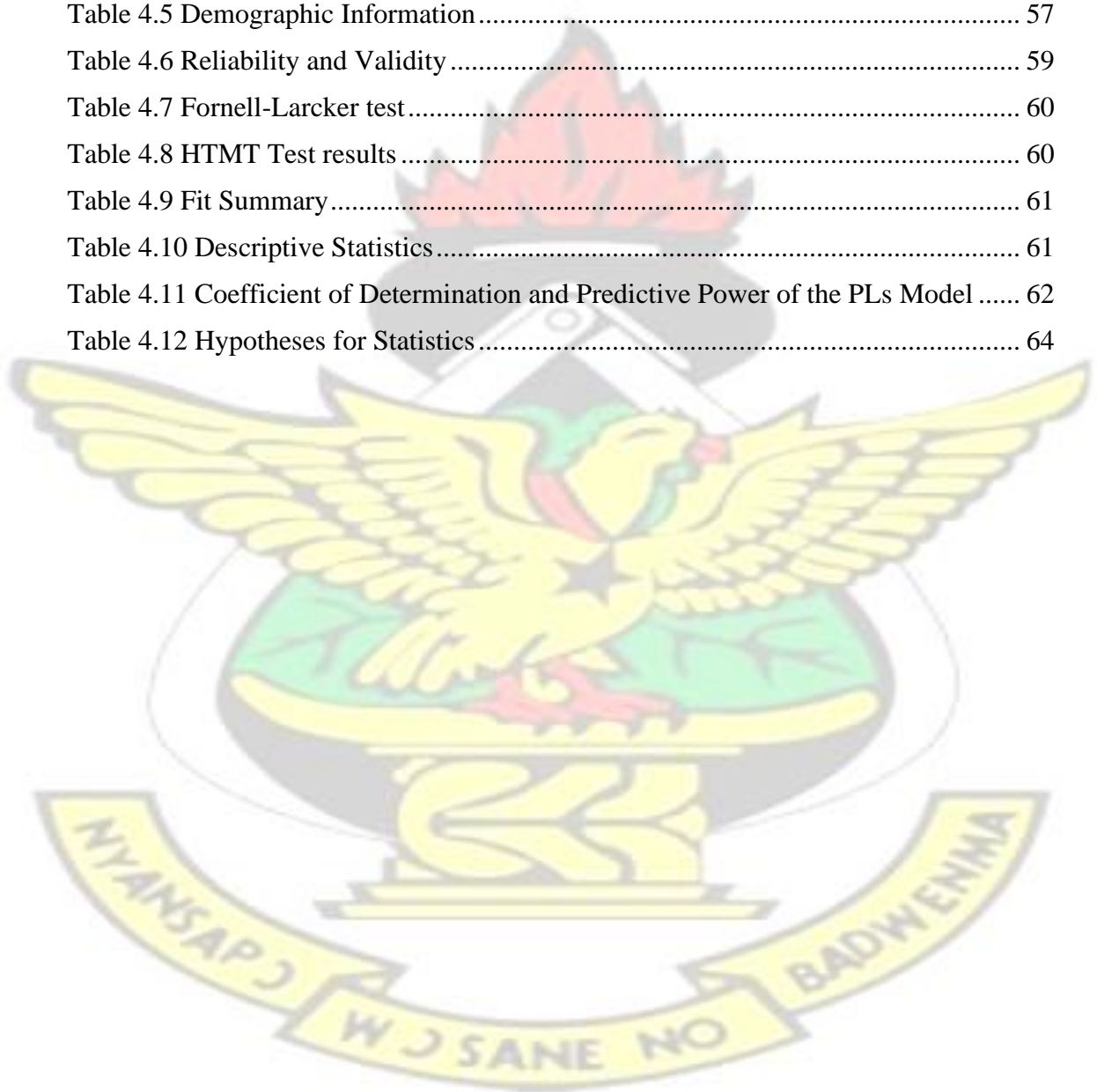
3.0 Introduction.....	44
3.1 Research Design.....	44
3.2 Population of the Study.....	45
3.3 Sampling Technique and Sample Size.....	46
3.4 Data Collection	47
3.6 Data Analysis	48
3.6.1 Structural Equation Modeling.....	49
3.6.1.1 Measurement Model	50
3.6.1.1 Reliability.....	50
3.6.1.2 Validity	50
3.6.2 Structural Model	51
3.7 Ethical Consideration.....	51
CHAPTER FOUR.....	53
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF RESULT.....	53
4.1 Introduction.....	53
4.2 Exploratory Factor Analysis	53
4.2.1 Responses Rate	53
4.2.2 Test for Common Method Bias and Sampling Adequacy	54
4.2.1 Non-response Bias	56
4.3 Demographic Information.....	56
4.4 Measurement Model Assessment.....	58
4.5 Model Fit Summary	61
4.6 Description of the Data	61
4.7 Coefficient of Determination and Predictive Power of the PLs Model	62
4.8 Hypotheses for Direct and Indirect Relationship.....	63
4.9 Discussion of Results.....	65
CHAPTER FIVE	69
SUMMARY, CONCLUSION AND RECOMMENDATIONS FOR FUTURE RESEARCH.....	69
5.1 Introduction.....	69
5.2 summary.....	69
5.2.1 The relationship between Cynicism and Procurement Performance	69
5.2.2 Effect of ethical Sensitivity on Procurement Performance	70
5.3 Conclusion	70
5.4 Recommendation	71
5.5 Limitations and Future Research Direction	72

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LIST OF TABLES

Table 2.1 Research/Literature gap	34
Table 4.1 Response Rate	54
Table 4.2 Common Method Bias	54
Table 4.3 KMO and Bartlett's Test	55
Table 4.4 Non-response Bias	56
Table 4.5 Demographic Information	57
Table 4.6 Reliability and Validity	59
Table 4.7 Fornell-Larcker test	60
Table 4.8 HTMT Test results	60
Table 4.9 Fit Summary	61
Table 4.10 Descriptive Statistics	61
Table 4.11 Coefficient of Determination and Predictive Power of the PLs Model	62
Table 4.12 Hypotheses for Statistics	64



LIST OF FIGURES

Figure 2.1 Conceptual framework	31
Figure 4.1 Measurement Model Assessment	63
Figure 4.2 Structure Model Evaluation	65



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The delivery of efficient public services remains an essential issue for both governments and scholars across the globe. An efficient service delivery largely lies in the efficiency of the procurement system. Successive governments across the globe have implemented several measures in the effort to create a robust procurement system in the quest to deliver the best of services for their citizens. Despite the numerous interventions to improve procurement in the public sector continues to battle with several bottlenecks. There is therefore no doubt that access and delivery of public services in Sub-Saharan Africa continue to face many challenges. In the Sub-Saharan Africa region, extant literature (Mupela et al., 2011; Rhoads et al., 2014; Smith et al., 2013; Jennett et al., 2005) indicated that the challenges of service delivery on the continent include poor infrastructure, a lot of diseases, technology and internet challenges, poverty, lack of government support, human and organizational factors.

However, governments in both developed and developing countries exist to provide a variety of services and goods to their citizens and for economic growth. The government in the process of fulfilling its mandate procures materials, goods, works, and services from various suppliers both locally and internationally. Governments spend more on procurement. Available statistics show that even before Covid-19, public procurement accounted for 12% of the GDP in OECD countries and approximately 30% in developing countries, which is higher than 30% of total government spending (OECD, 2019). Between the last six (6) years, procurement expenditure in Africa reached \$16 billion (African Development Bank Group, 2021). Additionally, between 10-30% of public procurement expenditure is lost to corruption and mismanagement practices in OECD countries,

with just procurement contracts accounting for 57% of a bribery case in the region (OECD, 2019). There is, therefore, doubt that the SDG indicator 12.7.1 cities sustainable public procurement as a necessity to achieve the SGD. 12% will not be achieved in many developing countries by 2030 if measures are not put in place.

Again, the Public Procurement Authority (PPA) PPA, (2018) opines that the process of procuring goods, services and works in the public sector inherent many challenges. Among the numerous challenges identified by the PPA assessment in 2018 included inadequate procurement planning, delay in payment, delivery problems, interference, poor inventory management and control, corruption and series of unethical issues. The numerous challenges faced by public sector coped with the growing unethical issues including cynicism surrounding procurement, it is therefore imperative to develop strategies enhance ethical procurement (Tukamuhabwa et al., 2022).

Cynicism can be described as a mindset characterised by hopelessness, disappointment and disillusionment, which is also associated with scorn, disgust, suspicion, contempt and distrust (Choy et al., 2021; Tukamuhabwa et al., 2022). Stavrova et al. (2020) refers to cynicism as the tendency to believe that people are morally bankrupt and behave deceitfully to fulfil their self-interests. James (2005) indicated that cynicism positively relates to factors that may either produce or accentuate unethical conduct such as job tension, teacher burnout, counterproductive work behaviour and non-compliance. Furthermore, cynicism has a significant and negative impact on workers' emotional pride (Durrar et al., 2019). It is also related to job stress and work alienation (Koçoglu, 2014). Cynicism is underpinned by the belief that the principles of honesty, fairness, and sincerity are sacrificed to further the individual's self-interest, which makes cynics see little use in adhering to ethics and morality (James, 2005; Tukamuhabwa et al., 2022). Although some scholars argue that individuals who develop cynical attitudes towards their organisations do not

necessarily possess the stable personality trait of cynicism (Dean et al., 1998), Andersson and Bateman (1997) noted that cynicism towards the organisation might reduce employee compliance to ethical behavioural practices desired in public procurement¹². Ethical practices in public procurement are essential for the protection of organizational resources, the improvement of performance, and the attainment of the best possible value for money (Nsiah-Asare and Kwadwo, 2016). To a similar extent, Hussein and Shale (2014) noted that ignoring ethical principles can lead to corruption, bribes, conflicts of interest, bid rigging, and manipulation, which in turn can lead to the waste of public funds and the late delivery of contracted services and goods. Institutions like the World Bank, Transparency International, and Procurement Regulatory Authorities have all documented unethical procurement practices in Africa that have a negative impact on the efficiency of procurement agencies over the years. Corruption, dishonest, and obstructive practices cost the implementation of donor-funded projects an estimated USD 100 billion annually due to careless procurement procedures (Transparency International, 2017; World Bank, 2016). According to the reports, the Kenyan government lost nearly Ksh. 14.6 million due to unethical procurement practices, while the South African government lost R.46.36 billion, the Ugandan government lost UGsh 323,864,775, and the Ghanaian government lost GH 9,224,876 (AG, 2017; PPDA, 2017; AG, 2017; PPOA, 2015). Using data from 2011 to 2021, public boards in Ghana lost almost GH850m due to procurement violations (IMANI, 2022). Thus, despite the legal and regulatory framework to strengthen ethical practices in public procurement, unethical practices such as a lack of transparency, conflict of interest, corruption, and unfairness still shroud public procurement, resulting in significant waste of public resources, diminished quality, and a dearth of essential public services (CAG, 2016; PPRA, 2017; UNDP, 2014). These unethical practices may be dependent on individual ethical sensitivity (Tukamuhabwa et al., 2022).

According to Dellaportas et al. (2011) “ethical sensitivity concerns the way people initially encodes an ethical situation and the consequences that a person’s actions might have on others.” Simga-Mugan et al. (2005) considers ethical sensitivity as an individual’s propensity to judge a certain conduct as unethical. With ethical sensitivity, an individual has the ability to recognise that a situation has a moral or ethical dimension through interpretation or comprehension (Rest, 1986), and this is a key determinant of ethical behaviour. According to Rest (1986), ethical sensitivity is the first and paramount component of moral judgement which is the identification of the salient ethical aspects of a situation. In the same line, Jagger (2011) avers that ethics teaching can raise the levels of ethical sensitivity of people which is the foundation for the development of moral judgement. Again, cynicism arises when employees lack confidence in their organization and feel that the organization cannot be trusted. Though Organizational cynicism has been a topic of discussion and debate among employees and top management (Omar et al., 2019), limited is known in the context of procurement. This suggests that it is imperative to understand and streamline the ethical sensitivity of procurement professionals in the face of the growing unethical procurement practices in the public sector. This study is therefore conducted to examine the effect of cynicism and ethical sensitivity on procurement performance in the Ghanaian public sector.

1.2 Problem Statement

Procurement performance especially in the public sector has come under serious attack owing series of issues surrounding procurement in public entities due to the increasing rate of procurement irregularities. Despite numerous interventions by the Ghanaian government to improve public procurement, available statistics clearly indicate the early occurrence of unethical procurement practices. Procurement in the public sector consumes a significant component of the national budget, hence it remains imperative to deal with unethical procurement practices in the

public sector. Despite the many strategies, ethical procurement has been cited as an essential way of reducing procurement irregularities. First and foremost, in any discussion of ethical procurement practices must be the adherence of procurement staff to a code of ethics that governs their behaviour in the workplace. All participants in the purchase process should adhere to ethical procurement principles. Common criteria may be established and the procurement performance system can be better understood with the introduction of the idea of integrating ethical procurement practices into procurement in the public sector which creates a system that is both efficient and successful enough to be an organization's main or only point of differentiation (Sengbeh, 2015; Essilfie-Baiden, 2020).

The growth of business scandals in recent times have aggravated interest in the antecedents of ethical behaviour of individuals (Eweje and Brunton, 2010; Chatterjee et al., 2021). But, most extant studies that assess ethical sensitivity have largely ignored procurement, besides the general acknowledgement that ethical sensitivity is a key determinant of moral judgement (Chen et al., 2021). Ethical sensitivity enables an individual to recognise that a situation has a moral or ethical dimension. Hence, people with high ethical sensitivity tend to display ethical conduct in their operations than those whose ethical sensitivity is low (Rest, 1986 Muramatsu et al. 2019). Ethical sensitivity and subsequent unethical behaviour are also linked to cynicism – the belief that others are engaging in unethical acts or that unethical behaviour is common or normal (Stavrova et al., 2020; Inandı and Gılıç, 2021; Chatterjee et al., 2021).

Extant literature (Mustow, 2006; Sengbeh, 2015; Neu et al., 2015; Boak et al., 2016; Mazibuko and Fourie, 2017; Abdullahi et al., 2019; Mazharul Islam and Alharthi, 2020; Tukamuhabwa et al., 2022; Etse et al., 2022) have extensively discussed ethical procurement, unfortunately, there exist limited studies telling the story of how procurement performance in the public sector may be

affected through cynicism and ethical sensitivity (Israel et al.,2019). Apart from the limited studies on the association of cynicism, ethical sensitivity and procurement performance, past studies have certain drawbacks. First, prior research has been limited to a few countries. Therefore, this study was undertaken in Ghana with a distinct cultural context to determine whether the analysed context may yield significantly different findings. Second, there has been numerous calls (Osei-Tutu et al., 2010; Patrucco et al., 2016; 2017; Kim et al., 2018; Guarnieri, P. and Gomes, 2019; Adjei-Bamfo, 2019; Kohler and Dimancesco, 2020) to investigate factors that need to be managed in order to improve public procurement performance. Tukamuhabwa et al. (2022) indicated that studies should investigate the role of ethical sensitivity and cynism as they have been ignored particularly reading procurement. Based on the review of literature (see Table 2.1), no prior study has examined the effect of cynicism and ethical sensitivity on procurement performance in the Ghanaian public sector. Considering the fact that this study constitutes the first attempt to examine the effect of cynicism and ethical sensitivity on procurement performance, the study makes a twofold contribution. This study happens to be the first of its kind to explore how cynicism may weaken procurement performance in the context of developing economies. This study extends existing knowledge on ethical sensitivity may also shape procurement performance. The outcome of this study may also be useful to buyer and suppliers' entities, especially in public procurement interested in building and maintaining ethical practices among themselves.

1.3 Objective of the study

This study was conducted to examine the effect of cynicism and ethical sensitivity on procurement performance in the Ghanaian public sector. Specifically, this study intends:

1. To determine the relationship between cynicism and procurement performance in the Ghanaian Public sector.

2. To examine the effect of ethical sensitivity on procurement performance in the Ghanaian Public sector.

1.4 Research Questions

This study is driven by the research questions below:

1. What is the effect of cynicism on procurement performance in the Ghanaian Public sector?
2. What is the relationship between ethical sensitivity on procurement performance in the Ghanaian Public sector?

1.5 Significance of the study

The study is conducted to examine the effect of cynicism and ethical sensitivity on procurement performance in the Ghanaian public sector. The outcome of this study will make significant practical and theoretical contributions. The practical contribution of this study lies in the attempt to offer suggestions on how buying firms and supplying firms can build a lasting ethical relationship for their shared benefits. The research will present suggestions that will help to mitigate unethical behaviour associated with long-term buyer-supplier relationships. Specifically, policymakers including the Public Procurement Authority etc will be guided on designing policies that will ensure that unethical issues that confront these public institutions are addressed. This study is amongst the very few attempts to understand how the role of ethical leadership in the direct link between ethical practices and procurement performance with evidence from public procuring entities by combining the moral habituation theory and ethical leadership theory to understand the phenomena. Combining the two theories will provide a fresh understanding of how public procurement could be enhanced through an ethical perspective.

1.6 Research Methodology

The study will combine both descriptive and explanatory research design. The research design will aid the researcher to gather primary data from procurement officers and top managers of public procuring entities within a specific time frame which aided in the correct prediction and interpretation of results. According to Collis and Hussey (2003), the survey method is convenient when collecting data from a sample in order to make inferences. Questionnaire will be used to as the main instrument of data collection in this study. All the items of variables in the study will be adapted and modified from existing literature. The population of the study included procurement officers and top managers in public facilities in Ghana. Data collected will be analyzed using SPSS version 23. Both Exploratory and Confirmatory factor analysis will be conducted to validate the suitability of the item. Regression analyses using the process procedure to test both direct and indirect relationships. Descriptive analysis was based on information provided by respondents concerning their organization (demographical data), which include profile of the organization and the respondents. The essence of the descriptive analysis was to test for normality and this included frequencies, percentages, means, skewness and kurtosis statistics.

1.7 Organization of the study

The study is structured into five chapters. The Chapter One introduces the background to the study, the research problem, research objectives, research questions, justification or significance of the study, scope of the study, limitations of the research and overview of the research methodology. The Chapter Two, reviews relevant literatures encompassing both theoretical and empirical sections. The various concepts about the study will also be reviewed in the Chapter Two. The Chapter Three elaborates on the research methodology. The chapter discusses the study design, population of the study, sampling, data collection, data processing, data analysis and ethical

consideration. The Chapter Four of the study present analyses the data and discuss the result. The Chapter Five summarizes the research result, make the necessary conclusions and recommend appropriate and feasible policy and managerial measures for improving procurement in Ghana.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two of this thesis is organized into four main sub-headings. The chapter provides information organized under conceptual review, theoretical review, empirical review, and finally the research model and hypotheses development. The Conceptual review section provides definitions, operationalizations, and how the constructs have been used in this study. The theoretical review section also provides the theoretical underpinnings of the study. The various prepositions proposed in this study were depicted using a conceptual framework and various relationships were well discussed. The Chapter ends with research gaps highlighted in the study.

2.2 Conceptual Review

Definitions, operationalizations, and an explanation of how the constructs were applied in this study are provided in this section. There are three main constructions in the model (Cynicism, ethical sensitivity, and Procurement Performance). The following sections made these constructions operational (see 2.2.1-2.2.3).

2.2.1 Cynicism

Notwithstanding the modernism of how researchers and experts are addressing the issues of skepticism, cynicism is an ancient phenomenon (Hagan et al., 2020). Moreover, it is a feeling of discontent with the organization, and employees believe that the leadership lacks sincerity, fairness, and openness (Durrah et al., 2019). In addition, cynicism was characterized by Dean and colleagues as a poor impression (a bad attitude of annoyance) further towards the institution. Furthermore, various studies have looked at other facets of organizational cynicism, such as an unfriendly attitude, a lack of transparency on the aspect of the organization, unrest, discontent, and pessimism towards the entity (Lutz et al., 2020.). Alternatively, cynicism is defined as a skeptical mindset in which one assumes that the outlook is dark and that everyone is behaving only in their

own best interests. Cynicism is exemplified by a tendency to constantly assume the negative and struggle to see the best in others (Serrano Archimi et al., 2018). Moreover, cynicism is the perception that something will not turn out well or inspires mistrust. Whenever the government makes lofty promises, some people become cynical (Kökalan, 2019). For the purpose of this study, the definition of cynicism by Serrano Archimi et al. (2018) will be adopted by the study. It states that cynicism is defined as a skeptical mindset in which one assumes that the outlook is dark and that everyone is behaving only in their own best interests.

2.2.2 Ethical Sensitivity

Ethics sensitivity, as defined by Milliken (2018), "concerns the way people originally process an ethical situation and the possible ramifications that a man's actions could have on others." According to Toti et al. (2021), ethical sensitivity refers to a person's inclination to label a particular act as unjust. An important factor in determining ethical behavior is ethical sensitivity, which is the capacity to discern the moral or ethical implications of a circumstance through analysis or perception (Hemberg and Bergdahl, 2020). According to Maxwell et al. (2021) asserts that the identification of the key moral elements of a situation is the first and most important step in moral evaluation. Moreover, in the same vein, Stankovska et al. (2019) contend that ethics education can increase folk's degrees of ethical sensitivity, which serves as the starting point for the formation of moral judgment. This implies that, before individuals enter the workplace, it is crucial to comprehend and optimize their ethical awareness while still in the firm (Seo and Kim, 2022). In addition, a quality called ethical sensitivity makes it possible to recognize moral dilemmas, to emotionally and mentally perceive individuals in precarious situations, and to be aware of the moral implications of other people's actions (Badera and Jati, 2020). Furthermore, in a conflict-ridden environment, ethical sensitivity is described as a commitment to the ethical ideals

involved and self-awareness of a person's position and duty in a circumstance (Boyd and Shilton, 2021). Moreover, the ability to detect, understand, and effectively address the concerns of persons utilizing professional services is known as ethical sensitivity. As a result, it is essential to the delivery of high-quality services (Ronkainen et al., 2021). For the purpose of this study, the definition of ethical sensitivity by Badera and Jati (2020) will be adopted by the study. It states that a quality called ethical sensitivity makes it possible to recognize moral dilemmas, to emotionally and mentally perceive individuals in precarious situations, and to be aware of the moral implications of other people's actions.

2.2.3 Procurement Performance

Multiple activities, including several resources and the exchange of information, are involved in the procurement process. In addition, it is more complicated than just communicating a supplier's demand to an internal stakeholder, who would subsequently get the goods. Instead, this process comprises of activities that are constantly changing in regard to intensity, frequency, and quality, which results in fluctuations in the work's performance, efficiency, and effectiveness (Ghadge et al., 2019). Alternatively, the procurement function's ability to accomplish the strategic goals with the least amount of enormous cost is measured by the purchasing function's performance (Liu et al., 2019). Moreover, productivity and efficiency are the two primary components of procurement practices, according to Coviello et al. (2018). According to Flynn (2018) characterized procurement efficiency as the degree that the aforementioned aims and objectives are being achieved. It refers to the link between the execution of any human action as planned and real. Furthermore, it clarifies that purchasing efficiency, especially referring to the planned and actual expenses, is the link between the resources needed to fulfill the specified aims and outcomes and their connected activities (Abolbashari et al., 2018). For the purpose of this study, the definition

of Procurement performance by Abolbashari et al. (2018) will be adopted by the study. It states that procurement performance referring to the planned and actual expense is the link between the resources needed to fulfill the specified aims and outcomes and their connected activities.

2.3 Theoretical Literature Review

An abundance of knowledge and information in the scope of innovation makes the research process to become challenging, difficult, and lengthy (Cropanzano et al., 2017). Thus, to focus the research direction, three underpinning theories were used as a research foundation in supporting and addressing the gap, and as a guide to align this research into an appropriate direction. The researcher examines underlying ideas in this part, as well as the effect of cynicism and ethical sensitivity on procurement performance. Social Exchange Theory serves as the foundational theory for this investigation. Theoretical frameworks provide a clear prism or context through which a subject is studied; it explains the context and the connections between the various factors and dimensions.

2.3.1 Social Exchange Theory

One of the key perspectives on the interaction between individuals and organizations is social exchange theory, which contends that social exchange mechanisms influence how employees feel about a company (Blau 1968). As a method of reciprocation for the assistance they bring to the company, people adopt certain habits. If people do not trust the institution and its leaders, they may view withdrawals or other negative behaviors as a valid form of payment and a way to restore fairness to the social transaction (Settoon et al. 1996). Employees are more inclined to work in the best interest of the organization and take care to protect its interests when they feel valued and believe their employer is responsive and truthful (Settoon et al. 1996; Wayne et al. 1997). Meanwhile, if the company wants the confidence and dedication of its employees, it should sense

obligated to take their welfare into account (Haar, 2006). In the case of CSR, this kind of connection is especially convincing (Mignonac et al., 2015; Farooq et al. 2014). Internal communication is preceded by CSR (or a lack thereof). According to research by Rupp et al. (2014), whether there is assertion is supported or injustice, workers respond in accordance with the concept of mutuality: good reactions occur when there is a sense of justice, but negative reactions occur when there is one of the injustices. As a result, CSR is viewed as a factor influencing how employees behave (Rupp et al., 2014). Whenever corporate authority is dependable, impartial, and honest, employees feel pride and connection and act in ways that are advantageous to the company, according to (Slack et al., 2015) renowned model of CSR. CSR develops positive employee behaviors as a result of an exchange process since employees respond favourably positive CSR (Cropanzano et al., 2017). In other words, "these CSR views impact the employee's future thoughts and actions regarding their organization"; for employees, the notion that corporate leaders are engaged in CSR leads to a general perception of justice, where all participants are handled equitably (Slack et al., 2015). According to several case studies, trust is a key social exchange mechanism and a predictor of constructive actions. Early in the 1980s, Harley Davidson officials purchased the business in an effort to save it from failing and implement a new, trust-based managerial style.

2.4 Empirical Literature Review

This section assessed the research on prior studies that addressed the study's objective. These include the effect of cynicism and ethical sensitivity on procurement performance. Literature related to the study's goal of effect of cynicism and ethical sensitivity on procurement performance in previous and ongoing research projects was evaluated.

Tukamuhabwa et al. (2022) carried out research to ascertain the degree and determinants of potential procurement professional's ethical awareness. Moreover, a sampling of 303 finished purchasing undergraduates representing Uganda's two main state schools participated in an explorative research assessment. In addition, data were analysed using means, statistical significance, exploratory and confirmatory factor analyses, reliability tests, and the Statistical Package for Social Sciences (SPSS) and Amos Version 27. Moreover, the study found that aspiring sourcing specialists had poor ethical awareness. According to what has often been seen in the studies, a student's notions of gender history do not predict either their level of ethical awareness or cynical. Additionally, this study shows that cynicism is positively correlated with situations that show a lack of ethical awareness. Depending on the outcomes and research constraints the author recommended that additional research look into additional predictors of student's ethical sensitivity, such as school authentic behavior, employee's ethical, and cultural aspects, inquisitiveness, regulatory factors, social cohesion, ethical education and training, and other personal characteristics, such as the degree of sympathy in academic institutions.

Serrano Archimi et al. (2018) performed a study to investigate how trust acts as a moderator in the link respectively perceived corporate social responsibility (CSR) and employee skepticism and the degree to which it does. Moreover, a sample of 620 internal staff received an online questionnaire. The information utilized contains all of one of the writer's friendships. The majority of the responders (70%) are graduates whom the author keeps in touch with on a regular basis. She is in charge of an MBA program at a significant French institution. The researcher personally messaged every one of them in order to receive a high return rate, outlining the significance of their response and that the replies would be kept confidential. The results demonstrate how corporate trust is a key mediator between worker cynicism and the four separate CSR of Carroll aspects (economic,

legal, moral, and subjective). Our research will generally assist business executives in understanding workers' unproductive responses to a firm, the value of CSR for internal customers, and the necessity of engaging in trust restoration. The researcher suggested that future studies investigate whether workforce perception can be decreased by an increment in presumption in company truthfulness via CSR efforts using an experimental design that better captures respondent's actual behavior. This was predicated on the report's results and restrictions.

Setiadi and Inderadi (2021) conducted research to examine and contrast the perspectives of gender held by salespeople who engage in relationship marketing and salespeople prospects (students). Moreover, as part of the inductive reasoning on the dependent variable of selling ethics based on gender differences as well as on perception variations within individual sellers and personalized seller trainees, a study was carried out (students). 200 people receive questionnaires in Bandung and Jakarta, respectively, in the beginning, and middle of 2013. Statistics were assessed to see whether the assumptions were true using the mean test, validation, and confirmatory factor procedures. The findings show that there are overall disparities between male and female students in four areas of ethics: moral growth, ethical moral framework, attentiveness to ethical challenges, and ethical conduct. Nevertheless, gender is not a key influence when evaluating moral conduct generally, according to empirical studies. In terms of one's personal selling ethics and personality attribute, there are significant disparities. The investigation by Boldizar et al. (1989), also revealed that education, employment, and marital process interacted to impact people's moral growth toward moral rights, which was proposed by the author based on the findings and the limitations. Economic students tended to have great personalities than private sellers, nevertheless.

Sharma and Lal (2020) undertook research to the important roles that morally inefficacy and maladaptive coping play in closing the gap between buyer's intentions and behaviors towards becoming green and also how they resolve any ethical conflicts that may arise. Moreover, the current research relies on semi-structured surveys with the aid of positivist theory development, which serves as a framework for investigating, examining, and discovering psychological mechanisms that work amongst consumers in relation to the aspect of morality and green practices. Conversations with Indian buyers that are in-depth and extensive are set up to promote discussion of the study. The study's conclusions shed light on the moral quandary caused by buyer's internal and external ineffectiveness, as well as their detachment from ethics to prevent personality. The study also gives a viable theoretical foundation for consumer self-compassion, moral lack of effectiveness, and green purchasing decisions. In order to investigate the effects of ethical lack of effectiveness and perceptions, the study ultimately drew the immorality grid. The author recommended that needs more confirmation based on the results and the study's shortcomings. Investigators can do more study to establish a thorough theory employing phenomenology of actual buying scenarios to create real-world, consistent customer behavior.

Torres et al. (2018) carried out a study to looks at role conflict and the psychological effects of the thread era on the apprehension, pessimism, and ambition of police departments. In addition, members of PoliceOne.com, a well-known website devoted to law enforcement, were sent an email with a link to an internet questionnaire run by Survey monkey. In 2017, the poll was taken during January 10 and January 22. The study includes of 38 questionnaire includes a range of subjects, including the ways in which law enforcement has dealt with the mass shootings of officers in Dallas and Baton Rouge (see Clifton et al. 2018), self-belief from one's capacity to use force, preconceptions of violent tactics, and apparent modifications to the job since Michael Brown was

shot by an officer and the shooting of several police in Dallas and Baton Rouge. Research revealed that current measures of skepticism, ambition, and apprehension are still being influenced by post-Ferguson emotional impacts. The consequences of post-Ferguson attitudes were not mitigated by support for law enforcement or a local policing focus. However, role alignments contributed significantly to the prediction of present skepticism, enthusiasm, and apprehension and supported the role ambiguity hypothesis. The writer recommended that future research think about employing Black police as control groups rather than White cops in light of the study's findings and restrictions. Only 14% of the cohort comprised a minority, which was a problem for similar research, it must be emphasized.

Riquelme and Román (2021) conducted a study to investigate the psychological, intellectual, and affective underpinnings of false pricing judgments that arise in situations of price inequality. The researcher's utilized self-assessment theories to investigate the degree to which these interactions vary based on two circumstances: customers subjected to a favoured condition (lower price) and those exposed to a disadvantaged scenario (higher price). Data from 994 people under the guise of online hotel bookings reveal that temperament and the ascription processes are significantly influenced by the orientation of pricing disparity when it comes to perceptions of deceptive pricing. The results give us a clearer idea of the emotional, complicated, but nevertheless more common phenomenon of observed deceptive pricing and price discrepancy in online commerce. The discussion includes ramifications for philosophy and business. Future research should examine more customer attributes, the author advised, in light of the study's shortcomings and conclusions. Dissanayake (2022) the research sought to investigate how price fairness ideas act as a mediating factor between buyer sympathy and skepticism and their propensity to make green purchases. The web system was used to deliver a standard questionnaire, and 345 respondents were gathered. The

SmartPLS 3.0 tool was used to conduct partial least squares-structural equation modeling (PLS-SEM) and build theories. The findings show that skepticism and compassion either directly or indirectly impact customer desire to purchase green items. This investigation may be the first to look at the connection between cynicism and green satisfaction, adding to both the academic and corporate strategy. The study also aids executives in explaining sales techniques like compassionate and morally driven branding to encourage client's intents to purchase green products. The author advised that future research may utilize experimental or longitudinal designs according to the results and the study's shortcomings. Second, the dependent variable in this study was intended to participate in different types of buying behaviors.

Arli et al. (2019) carried out a study to The goal of this study was to characterize this generation by segmenting Indonesian Millennials into several groups and examining variations in these group's attitudes on morality and Manipulativeness, a crucial persona. In addition, stratified sampling of 540 students from such an Indonesian institution was used in this study. Three segments "The Religious Millennials," "The Tepid Religious Millennials," and "The Least Religious Millennials" were generated using the Two Step cluster analysis. The research demonstrates that customers with strong religious beliefs are less likely to perform a variety of unethical behaviors. Remarkably, there were no discernible variations in the ethical convictions of The Lukewarm Millennials and The Least Religious Millennials. This study contributes to various fields of study. First, this study expanded the Hunt-Vitell theory of ethics, according to which a person (in this case, a Millennial) encounters a dilemma that is thought to have an ethical component. The study also looked at consumer ethics in the setting of underdeveloped nations where religion has a big impact on people's everyday lives. Third, by gaining a knowledge of the various segments, the results help instructors, community entrepreneurs, and public policy makers

develop a strong campaign to lessen Millennials' immoral conduct. Depending on the study's findings and constraints, the author recommended that future research on user's religiosity take into account both their internal and external aspects rather than only their intrinsic religiosity.

Durrah et al. (2019) conducted a study to investigate the link between organisational commitment and cynicism. Nine business groups from Oman were chosen using the survey method. Systematic sampling was used to obtain information from 350 participants. Data analysis was carried out using Amos version 25.0 and modeling structural equations. The findings indicate that emotional pride is strongly and negatively impacted by the various organizational cynicism characteristics of affective cynicism and behavioral cynicism, but not by cognitive cynicism. According to the study's findings, just one of corporate cynicism's dimensions effective cynicism has a substantial impact on attitudinal pride, while the other dimensions cognitive cynicism and conduct cynicism do not. The author proposed that it would be helpful to investigate the connection between corporate cynicism and corporate confidence at large organizations depending on the study's results and constraints. The differences between public and private firms can be compared.

Black et al. (2021) carried out a study to enhance ethics by extending the Theory of Planned Behavior to include moral disengagement. The research collected survey information among audit firms who were completing or had already completed their certification or qualification procedure. On our behalf, about 105,000 people received invitations to take part in our survey from two financial reporting groups. Not all respondents (3143) who began the questionnaires finished them. The research demonstrates potential positive influences on corporate ethics and discovers that recent ethics training interacts with religion and stimulates it to lessen deviance. It was also discovered that training and certification based on fundamentals increase the confidence of professionals to act morally. Expertise, such as participation in a professional accounting

organization, boosts locus of control and confidence in one's ability to act morally. These elements of the core TPB model recentness of ethical training, religiosity, principles-based professional ethics training, and experience have an impact on certain parts of it, which then in turn improves the motives of individuals to act ethically. The author hypothesized that future research may discover sympathy, trait cynicism, chance locus of control, and moral identity depending on the report's results and constraints, however, did not collect data on these variables.

2.5 Conceptual Model/ Framework

The major pillars of the theoretical model Social Exchange Theory (see Figure 2.1). The attention in the causes of people's ethical behavior has increased recently as a result of growing corporate crises (Eweje and Brunton, 2010; Tukamuhabwa et al., 2022). However, aside from the widespread agreement that ethical sensitivity is a significant factor in determining moral judgment, the majority of research that evaluates ethical sensitivity has mainly overlooked procurement (Chen et al., 2021). A person with ethical awareness can tell whether a situation has a moral or ethical component. As a result, folks with high ethical sensitivity are more likely to act morally than someone with low ethical sensitivity (Chan and Leung, 2006; Muramatsu et al., 2019). Independent (Cynicism, Ethical Sensitivity), dependent (Procurement Performance). In this study, three types of variables were employed. It is anticipated that cynicism and ethical sensitivity affect procurement performance.

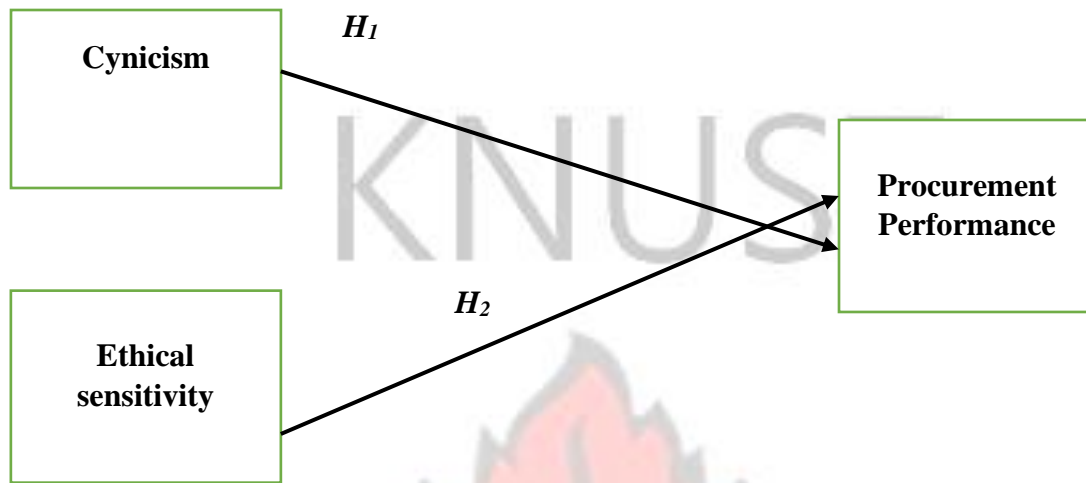


Figure 2.1 Conceptual framework

***H₁.** Cynicism has a positive and significant effect on Procurement Performance*

***H₂.** Ethical sensitivity has a positive and significant effect on Procurement Performance*

2.6 Hypotheses Development

This segment discusses the five key hypotheses as shown in Figure 2.1 above. Subsections have been created and discussed for each of the hypotheses as illustrated by the research model.

2.6.1 Hypothesis 1: Cynicism on Procurement Performance

A worldview known as cynicism is characterized by pessimism, frustration, and despair. It is also linked to disdain, mistrust, disgust, and other negative emotions (Chylinski and Chu, 2010; Stanhope et al., 2019). According to Stavrova et al. (2020), cynicism is the propensity to think that individuals are morally bankrupt and act dishonestly to further their own interests. Studies in the field of education have shown that organizational cynicism is positively correlated with elements including job stress, burnout, unproductive behavior at work, and non-compliance that may either cause or amplify ethical violations (Fleming, 2005). Additionally, it was discovered that cynicism improved procurement performance, with a prediction power of almost 40% of a variation in

procurement performance for every unit percentage growth in cynicism (holding other factors constant). This suggests that cynicism affects procurement systems significantly and increases the likelihood of excellent procurement performance. The results showed that organizations' procurement performance benefited from cynicism. The aforementioned findings are consistent with those of (Küçük, 2022), who discovered that it was difficult for businesses to record strong procurement performance if Cynicism methods were ineffective and inadequate. From the foregoing, it can be concluded that the business's procurement performance is likely to increase if cynicism practices are not well handled. In order to prevent undesirable outcomes in the future, it is important to critically evaluate the contractual objectives, processes, and competencies of people who work on behalf of the firms. Hence, it is anticipated that a positive influence of Cynicism on Procurement Performance:

H₁. Cynicism has a positive and significant effect on Procurement Performance

2.6.2 Hypothesis 2: Ethical sensitivity on Procurement Performance

There is a lot of research on ethical sensitivity in procurement performance, but it has similarly focused on the working class in this study's environment. Studies have examined subject's moral views, moral schemas, moral identities, social cohesiveness, and groupthink, for example (Mbago and Yin, 2019), moral schemas, and moral identities (Ntayi et al., 2010). It is sense to check the ethical sensitivity of potential employees given that ethical sensitivity is a prerequisite for making ethical decisions and the essential first step towards moral behavior (Cannon et al., 2010; Muramatsu and Yin, 2019). This claim is supported by earlier research that found ethical sensitivity may affect ethical decision-making and procurement performance (Cheah and Shimul, 2020), and that such nurtured behavior can then be transferred to the job role (Alanoglu and

Karabatak, 2021). Hence, it is anticipated that a positive influence of Ethical sensitivity on procurement performance:

H₂. Ethical sensitivity has a positive and significant effect on Procurement Performance



Table 2.1 Research/Literature gap

Author/Year	Country	Purpose	Theory	Method	Findings	Future studies
Tukamuhabwa et al. (2022)	Uganda	The objective of the research is to ascertain the degree and determinants of potential procurement professionals' ethical awareness.	Organic theory	Quantitative	The study found that aspiring sourcing specialists had poor ethical awareness. According to what has often been seen in the studies, a student's notions of gender history do not predict either their level of ethical awareness and cynical. Additionally, this study shows that cynicism is positively correlated with situations that show a lack of ethical awareness.	Depending on the outcomes and research constraints the author recommended that additional research look into additional predictors of student's ethical sensitivity, such as school authentic behavior, employee's ethical, cultural aspects, inquisitiveness, regulatory factors, social cohesion, ethical education and training, and other personal characteristics, such as the degree of sympathy in academic institutions.

Serrano Archimi et al. (2018)	France	This study investigates how trust acts as a moderator in the link respectively perceived corporate social responsibility (CSR) and employee skepticism and the degree to which it does.	Social exchange theory	Quantitative	The results demonstrate how corporate trust is a key mediator between worker cynicism and the four separate CSR of Carroll aspects (economic, legal, moral, and subjective). Our research will generally assist business executives in understanding workers' unproductive responses to a firm, the value of CSR for internal customers, and the necessity of engaging in trust restoration.	The researcher suggested that future studies investigate whether workforce perception can be decreased by an increment in presumption in company truthfulness via CSR efforts using an experimental design that better captures respondent's actual behavior. This was predicated on the report's results and restrictions.
Setiadi and Inderadi (2021)	Egypt	The focus of the study is to examine and contrast the perspectives of gender held by salespeople who	Psychological theory	Quantitative	The findings show that there are overall disparities between male and female students in four	The investigation by Boldizar et al. (1989), also revealed that education, employment, and marital process

		engage in relationship marketing and salespeople prospects (students).			areas of ethics: moral growth, ethical moral framework, attentiveness to ethical challenges, and ethical conduct. Nevertheless, gender is not a key influence when evaluating moral conduct generally, according to empirical study. In terms of one's personal selling ethics and personality attribute, there are significant disparities.	interacted to impact people' moral growth toward moral rights, was proposed by the author based on the findings and the limitations. Economic students tended to have great personalities than private sellers, nevertheless.
Sharma and Lal (2020)	India	The study's goal is to publish a study on the important roles that morally inefficacy and maladaptive coping play in closing the gap between	Grounded theory	Qualitative	The study's conclusions shed light on the moral quandary caused by buyer's internal and external ineffectiveness, as well as their detachment from	The author recommended that needs more confirmation based on the results and the study's shortcomings. Investigators can do more study to

		buyer's intentions and behaviors towards becoming green and also how they resolve any ethical conflicts that may arise.			ethics to prevent personality. The study also gives a viable theoretical foundation for consumer self - compassion, moral lack of effectiveness, and green purchasing decisions. In order to investigate the effects of ethical lack of effectiveness and perceptions, the study ultimately drew the immorality grid.	establish a thorough theory employing phenomenology of actual buying scenarios to create real-world, consistent customer behavior.
Torres et al. (2018)	USA	The research looks at role conflict and the psychological effects of the thread era on the apprehension, pessimism, and ambition of police departments.	Grounded theory	Quantitative	Research revealed that current measures of skepticism, ambition, and apprehension are still being influenced by post-Ferguson emotional impacts. The consequences of post-Ferguson	The writer recommended that future research think about employing Black police as control groups rather than White cops in light of the study's findings and restrictions. Only 14% of the cohort comprised a

					attitudes were not mitigated by support for law enforcement or a local policing focus. However, role alignments contributed significantly to the prediction of present skepticism, enthusiasm, and apprehension and supported the role ambiguity hypothesis.	minority, which was a problem for similar research, it must be emphasized.
Riquelme and Román (2021)	Spain	This study investigates the psychological, intellectual, and affective underpinnings of false pricing judgments that arise in situations of price inequality.	Social comparison theory	Quantitative	The results give us a clearer idea of the emotional, complicated, but nevertheless more common phenomenon of observed deceptive pricing and price discrepancy in online commerce. The discussion includes ramifications for	Future research should examine more customer attributes, the author advised, in light of the study's shortcomings and conclusions. For instance, recent study on misleading behaviors in shopping online revealed that factors linked to elaboration ability

					philosophy and business.	(i.e., product knowledge) and elaborating motive (i.e., buy engagement) may be key in understanding apparent dishonesty.
Dissanayake (2022)	Sri Lanka	The goal of this study is to investigate how price fairness ideas act as a mediating factor between buyer sympathy and skepticism and their propensity to make green purchases.	The theory of moral sentiments	Quantitative	The findings show that skepticism and compassion either directly and indirectly impact customer desire to purchase green items. This investigation may be the first to look at the connection with cynicism and green satisfaction, adding to both the academic and corporate strategy. The study also aids executives in explaining sales	The author advised that future research may utilize experimental or longitudinal designs according to the results and the study's shortcomings. Second, the dependent variable in this study was intent to participate in different types of buying behaviors.

				techniques like compassionate and morally driven branding to encourage client's intents to purchase green products.	
Arli et al. (2019)	Indonesia	The goal of this study was to characterize this generation by segmenting Indonesian Millennials into several groups and examining variations in these groups' attitudes on morality and Manipulativeness, a crucial persona.	Quantitative	The research demonstrates that customers with strong religious beliefs are less likely to perform a variety of unethical behaviors. Remarkably, there were no discernible variations in the ethical convictions of The Lukewarm Millennials and The Least Religious Millennials. This study contributes to various fields of study. First, this study expanded the	Depending on the study's findings and constraints, the author recommended that future research on user's religiosity take into account both their internal and external aspects rather than only their intrinsic religiosity.

				Hunt-Vitell theory of ethics, according to which a person (in this case, a Millennial) encounters a dilemma that is thought to have an ethical component.	
Durrah et al. (2019)	Noida	The aim of this research is to investigate the link amongst organisational commitment and cynicism.	Quantitative	The findings indicate that emotional pride is strongly and negatively impacted by the various organisational cynicism characteristics of affective cynicism and behavioral cynicism, but not by cognitive cynicism. According to the study's findings, just one of corporate cynicism's dimensions	The author proposed that it would be helpful to investigate the connection between corporate cynicism and corporate confidence at large organizations depending on the study's results and constraints. The differences among public and private firms can be compared.

					<p>affective cynicism has a substantial impact on attitudinal pride, while the other dimensions cognitive cynicism and conduct cynicism do not.</p>	
Black et al. (2021)	USA	<p>The goal of the project was to enhance ethics by extending the Theory of Planned Behavior to Include moral disengagement.</p>	<p>Theory of Planned Behavior (TPB)</p>	Quantitative	<p>The research demonstrates potential positive influences on corporate ethics and discovers that recent ethics training interacts with religion and stimulates it to lessen deviance. It was also discover that training and certification based on fundamentals increases the confidence of professionals to act morally.</p>	<p>The author hypothesized that future research may discover the sympathy, trait cynicism, chance locus of control, and moral identity depending on the report's results and constraints, however did not collect data on these variables.</p>

					<p>Expertise, such as participation in a professional accounting organization, boosts locus of control and confidence in one's ability to act morally. These elements of the core TPB model recentness of ethical training, religiosity, principles-based professional ethics training, and experience have an impact on certain parts of it, which then in turn improves the motives of individuals to act ethically.</p>	
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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents and justifies the research design and the methodology used in testing the hypothesis stated in the preceding chapter. The tools, methods, techniques and strategies employed to help achieve the stated objectives of this study are presented in this chapter. It encapsulates the Research Design, Population, Sampling Techniques, Sample Size, Respondents of the study, Analytic Method, Research Instruments, Validity and Organizational Profile. The entire chapter describes the methods and techniques implemented to obtain the right data from the right respondents for quality analysis.

3.1 Research Design

There are many research designs and sub-design types, however, researchers largely emphasize exploratory, descriptive and explanatory research designs (Kapoor et al., 2016). In exploratory studies, the emphasis is on problem formulation, concept clarification, and hypothesis formation (Raaijmakers, Krywkow and van der Veen, 2008). Literature search, focus group discussions, or case studies often form the initiating platform for exploratory studies as it is often employed in investigating areas that are grey or received limited research attention. The emphasis of exploratory research is to create hypotheses and theories than test hypotheses and theories. The exploratory design is largely employed in gathering qualitative data. On the other hand, an explanatory design largely explains the occurrence of phenomena and further predicts occurrences in the future (Buck et al., 2009). Explanatory designs are largely employed in testing existing theories and developed hypotheses to identify the relationship between constructs or variables. Another significant requirement in explanatory studies is probability sampling with

the emphasis on generalizing the results to the study population. The data in explanatory studies are largely quantitative and primarily require the establishment of valid relationships using statistical tests. In the case of descriptive design, the emphasis is on situation, product and people description. Descriptive studies are not driven by structured hypotheses of research but usually are guided by one or more research questions. Considering the emphasis of this study on testing existing theories and developed hypotheses. The study therefore further employed an explanatory research design to examine the effect of cynicism and ethical sensitivity on procurement performance in the Ghanaian public sector.

3.2 Population of the Study

This is considered to be the totality of elements through which sampling can be selected (Bryman and Bell, 2018). This general population often contains elements or units or individuals whose inclusion would violate the goals, context and/or assumptions of the study as this population is characteristically crude (Asiamah, Mensah and Oteng-Abayie, 2017). The two refined research populations defined from the general population are the target and accessible. Target population refers to all individuals or groups of individuals to which researchers are interested in generalizing the conclusions (Asiamah, Mensah and Oteng-Abayie, 2017). This is the refined part of the general population. The target population which is also known as the theoretical population normally has varying characteristics. Thus, a refined form of the target population is the accessible population. The accessible population is the population in research to which the researchers can apply their conclusions. This form of the population is defined by excluding all individuals of the target population that are not accessible to the researcher during the period of the study (Bartlett et al., 2001). This population which is termed as study population serves as the source of the study sample. In the context of this study, the general population constitutes

members of the tender committee, procurement Officers and selected public institutions in Ghana.

3.3 Sampling Technique and Sample Size

Sampling is mainly about choosing individuals as a subset of a defined population to evaluate the characteristics of the entire population (Collis and Hussey, 2009). It can also be used to designate the process of selecting a section from the entire population (Bryman, 2012). It is very suitable in situations where the researcher cannot reach the whole sample or population due to challenges such as time constraints and cost (Saunders et al., 2007). There are two (2) main techniques used in sampling, they are; probability (random) and non-probability sampling. With probability or random sampling, every participant in the population has an equal chance of selection. However, in the instance of non-probability sampling not all the subjects in the population have the chance of being selected (Bhattacharjee, 2012; Kothari, 2004). The subject of sample size in research remains a dilemma. Different views have been said by different authors. Some authors argue that smaller sample size is well suited for larger populations while others also believe that it should be representative (Krejcie and Morgan, 1970), relatively homogeneous, or heterogeneous in the population. In the view of Gorsuch (1990) and Kline (1979), the sample size should be at least 100. Others also advise that researchers should get the maximum sample size possible (Rummell, 1970; Humphreys, Ilgen, McGrath, and Montanelli, 1969; Guertin and Bailey, 1970; Press, 1972). Thus, if the sample size is unsuitable or insufficient it may harm the outcome or findings of the research (Bartlett, Kotrlik, Higgins, 2001). To achieve an appreciable statistical test power and avoid the tendency of using few sample cases, which will affect the results, (Habib, Magruder-Habib, Kupper, 1987) the study targeted procurement officers in the public sector organizations in Ghana. The study, therefore,

sampled two (2) respondents from each of the 100 sampled organizations, making a total sample of 200. The study further employed the purposive and convenience sampling techniques to select the participants in the study.

3.4 Data Collection

Primary data refers to the data originated by the research for the first time. Primary data is real-time data and is collected by addressing the problem at hand and it also involves a process. Primary data sources include surveys, observations, experiments, questionnaires, and personal interviews (Saunders et al., 2007). Primary data for this study were through a questionnaire. The questionnaire was well-structured and was designed in line with the posited objectives of the study. The questionnaire will be designed based on existing measures in the literature. To ensure the quality of its design, the researcher employed Saunders et al. (2009), an indication that underscores instrument design. According to Saunders et al. (2009), data obtained from respondents through the use of a questionnaire can be considered stable, constant, and has a uniform measure of variation. It also reduces the researcher's preconceived notion or idea concerning the presentation of study variables. The questionnaire was sourced from studies. The questionnaire was presented to respondents at their offices considering their position in the organization. Respondents utilized not less than 30 minutes the filling out the questionnaire. The researcher adopted one-on-one data collection administration to make clarifications and explanations when the need arose. The researcher personally collected the questionnaire after it has been filled by the respondents.

There are several methods from which a researcher can adopt to collect data depending on the type of research being conducted (qualitative, quantitative and mixed methods). Saunders et al. (2016) posit that the two main questionnaires are the self-completed and interview completed.

Face-to-face and telephone questionnaires, according to Saunders et al. (2016), form part of the interviewer questionnaire. Zikmund (2013) has given questionnaires, interviews and observation as the main instruments for the methods survey. Data for this research was collected through face-to-face interaction using a questionnaire. The Face-face approach enabled the researcher to obtain timely responses, especially during data collection. Face-to-face data collection helped the researcher build rapport and seek clarification of ambiguous responses, enhancing the data collected (Szolnoki and Hoffmann, 2013).

Studies have shown that face-to-face administered questionnaires work better than posted and phone surveys (Szolnoki and Hoffmann, 2013). However, it can be expensive and requires a lot of time. With an introductory letter obtained from the school, the researcher visited firms selected for the study with a questionnaire. This assisted the researcher to obtain the needed responses for the study. A self-administered questionnaire technique has been adopted because the number of sampling frame are considered high and they are located in different parts of the region.

3.6 Data Analysis

This study employed two data analysis approaches i.e. descriptive and inferential analysis using multivariate data analyses such as Structural Equation Modelling (SEM) and factor analyses to fulfill set objectives in chapter one. Descriptive analysis was based on information provided by respondents concerning their organization (demographical data), which includes the profile of the organization and the respondents. The essence of the descriptive analysis was to test for normality and this included frequencies, percentages, means, skewness and kurtosis statistics. The motive of this analysis is to ensure that the data gathered are suitable for covariance-based-

SEM analysis. It is done to check for missing data, outliers, and data distribution (Hair et al., 2017). Inferential analysis was used to test the hypothesis in the study.

3.6.1 Structural Equation Modeling

Data obtained for this study were analyzed using the structural equation modeling (SEM) technique. SEM is a generally used statistical approach for measuring the relationships among variables that cannot be observed directly i.e. data selected on multiple observed indicators of the unobserved or latent variable of interest. The entire model for the observed variable consists of two parts i.e. the measurement model about the indicators to the relevant variable or elements and the fundamental structural model expressing a relationship among the unobserved variable (Hair et al., 2010). SEM gives methodological support from two disciplines i.e. the factor analysis models from psychometric theory and usually linking it with econometrics (Awang, 2012).

Smart PLS 3 has been rated as one of the statistical data analysis techniques adopted by researchers due to its suitability for any sample size i.e. can be used with smaller and unlimited sample sizes as well as an unlimited number of formative indicators (Hair et al., 2013). This research has adopted Smart PLS 3 because it uses model estimation to deliver an empirical measure of the relationship between the indicators and the constructs (measurement model) and between the constructs (structural model) as well as determine the fitness of the data used. Again, results from PLS-SEM will be reviewed and evaluated using a systematic process. It can help to increase the explained variance (R^2 value) of the endogenous latent construct. Based on the above explanation, the evaluation of the model will focus on both measurement and structural predictive capabilities. The relationship between responded items and their causal latent variable

will be demonstrated using the measurement model and will be considered for uni-dimensionality, validity, and reliability before conducting the structural model.

3.6.1.1 Measurement Model

3.6.1.1 Reliability

Internal consistency reliability is defined as the extent to which a particular group of items on the test truly measure the same construct or idea (Hair et al., 2006). To measure internal consistency reliability, the studies make use of the Cronbach alpha and composite reliability. Composite reliability (pc) will be used as a reliable substitute measure of internal consistency reliability i.e. Joreskog's rho. It measures the reliability of a set of indicators and the threshold and interpretation same as the Cronbach Alpha. It takes account of different outer loadings of individual variables. Composite reliability is calculated based on equation 1 (Hair et al., 2014). PLS-SEM algorithm's iterative procedure will be used based on a selected value of 500 for the maximum number based on iterations to obtain final results.

3.6.1.2 Validity

To determine the convergent validity in this study, the outer loading of indicators and the AVE will be used. The outer loadings should be greater than 0.78 i.e. the latent variables can explain at least 50% of its indicators variance. Loading of 0.4, 0.5, 0.6, and 0.7 can be accepted if it will lead to AVE that is larger than 0.5. AVE compare the proportion of variance explained in the factor analysis. The value for AVE ranges from 0-1. It should exceed 0.5 to show adequate convergent validity (Bagozzi and Y, 1988; Fornell and Larcker, 1981).

Discriminate validity measures the extent to which a variable is truly distinct from other variables. It shows that a variable is unique. Cross loading and Fornell and Larcker criterion, can be used to evaluate discriminant validity (Hair et al., 2014) and Hetero trait-Mono trait

(HTMT), which will be developed to arrest the insensitivity of the Fornell and Larcker and cross loading criterion of ratio (Henseler, Ringer and Sarstedt, 2015). This study will use HTMT, which considered the correlation between variable, based on the average of hetero trait-heteromethod correlation (Henseler, Ringer and Sarstedt, 2015). The ratio of the HTMT is expected to be lower than 0.90 at 95% confidence interval, $HTMT > 0.9$ will indicate that there is a lack of discriminant validity.

3.6.2 Structural Model

The structural model also known as inner model enable researchers to determine the model's capability and to anticipate one or more target construct. Based on the confidence of the measurement model, the study will further test both the mediating and moderating model using the bootstrapping 5000 with the replacement and the standard error (Hair, Sarstedt, Hopkins and Kuppelwieser, 2014). Under the structural model, this study will consider measures such as collinearity, f-value, p-value, path coefficient, coefficients of determination (R^2) f^2 effect size, and q^2 effect size. Collinearity arises when two indicators are highly correlated. The study will use a variance inflated factor to assess collinearity among latent variance. The threshold value will include $VIF \geq 5$ to depict a potential collinearity problem (Hair et al., 2011). The path coefficient will be assessed using $+1$ to show the positive strong relationship in the structural model. In a situation where the path coefficient is significantly dependent on its standard error through bootstrapping, the study will use a p-value and t-value for the structural path coefficient. The t-value was estimated at 1.96 at the 0.05% level of significance.

3.7 Ethical Consideration

A consent form was presented to the authorities of all respondents to inform them of all benefits and risks involved in the participation and further sought their consent for their inclusion in the

study. Selected farmers had the right to decline their participation in the study. The researcher indicated in the consent form that all forms of anonymity and confidentiality would be observed. Privacy of farmers in terms of freedom to define the time, extent and the conditions of sharing information was also observed. The researcher avoided any form of action in their relation with participants that amounts to deception. All forms of plagiarism and falsification of data were also avoided by the researcher.



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF RESULT

4.1 Introduction

The findings of the study were presented in this section. In this study, the researcher used descriptive statistics, exploratory factor analysis, and confirmatory factor analysis. The hypotheses were to the test using SmartPLS 4. The researcher provides context for the results and draws links to previous studies in the discussion section.

4.2 Exploratory Factor Analysis

Accuracy was maintained by the use of exploratory factor analysis (EFA) with Promax rotation. Loadings over 0.6 are exceptional, whereas those below 0.4 are not. This problem has been the subject of studies in (Hair et al. 1998). In this investigation, factor loadings were not allowed to drop below the critical value of 0.5. When the threshold was set to 0.5, all of the allowed level components had Item loadings higher than that number. High levels of congruence were found between the items and the study's primary constructs, with factor loadings ranging from 0.741 to 0.789 for cynicism, 0.788 to 0.881 for ethical sensitivity and 0.735 to 0.899 for procurement performance (see table 4.6).

4.2.1 Responses Rate

The percentage of persons who actually responded to the survey was calculated using a test for response rate. Longer-term surveys are particularly reliant on the evaluation. Approximately three months were spent gathering data. The study got 180 replies from a total of 200 surveys. Studies in the past have shown that response rates of about 90% are enough for statistical analysis (Sun et al., 2022; López, 2022; Lavidas et al., 2022).

Table 4.1 Response Rate

Distributed	Collected	Percentage of Usable
Response	180	90%
Non-Response	20	10%
Total	200	100.0%

4.2.2 Test for Common Method Bias and Sampling Adequacy

As there was a survey sent out to industry major players to gather data. Every single one of these surveys has to account for the possibility common method bias. The purpose of the study is briefly explained, and the survey includes explanatory paragraphs at key junctures to illuminate the underlying mechanisms at work (cynicism, ethical sensitivity and procurement performance). One goal was to enhance the survey-taking experience for the people who filled it out. To evaluate this bias, Podsakoff et al. (2003) suggested utilizing Harman's one-factor test. Table 4.2 displays the results of the factor analysis; eigenvalues of 1 and above explain 68.196% of the total variance. Since the first component accounted for less than half of the variance (45%) in the dataset, the issue of common technique bias was eliminated.

Table 4.2 Common Method Bias

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.019	44.893	44.893	13.019	44.893	44.893
2	2.334	8.049	52.942	2.334	8.049	52.942
3	1.973	6.803	59.745	1.973	6.803	59.745
4	1.362	4.697	64.442	1.362	4.697	64.442
5	1.089	3.754	68.196	1.089	3.754	68.196
6	0.801	2.761	70.957			
7	0.742	2.557	73.514			
8	0.708	2.441	75.955			
9	0.654	2.256	78.212			
10	0.577	1.989	80.2			
11	0.501	1.729	81.929			
12	0.461	1.589	83.518			
13	0.433	1.492	85.01			

14	0.413	1.423	86.433			
15	0.4	1.381	87.814			
16	0.375	1.293	89.107			
17	0.352	1.215	90.322			
18	0.325	1.121	91.444			
19	0.306	1.057	92.5			
20	0.28	0.967	93.467			
21	0.273	0.941	94.408			
22	0.26	0.895	95.304			
23	0.248	0.857	96.16			
24	0.236	0.813	96.973			
25	0.212	0.73	97.704			
26	0.198	0.683	98.386			
27	0.181	0.626	99.012			
28	0.17	0.586	99.598			
29	0.117	0.402	100			
Extraction Method: Principal Component Analysis.						

KMO sample adequacy findings are shown in Table 4.3. According to the KMO, the sample size is just right at 0.934%. This finding, in contrast to the zero and identity matrices, reveals the robust connection between values along this dimension. When dealing with a small enough sample, exploratory factor analysis may be able to provide reliable estimates. Table 4.3 indicates statistical significance if the p-value is less than 0.05. It's possible to deduce that the variables' inherent relationships weren't a coincidence. In order to assess the fundamental concept, most measurement methods have significantly advanced.

Table 4.3 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.934
Bartlett's Test of Sphericity	Approx. Chi-Square	3596.270
	df	406.000
	Sig.	0.000

4.2.1 Non-response Bias

The research used a t-test to compare the means of the early and late respondents, controlling for any non-response bias (Armstrong et al., 1977). The study compared the early respondents (n = 90) to the late responders (n = 90) by dividing the whole batch of responses to a mailing in half. A t-test was to see if there was a statistically significant difference in the responses. Looking at Table 4.4, it's clear there are no differences between the early and late responses. cynicism (p=0.345), ethical sensitivity (p=0.131), and procurement performance (p=0.251) all had significance values over 0.05. To put it another way, there is not much differences in the early and late responses. These results informed the researcher's choice to include late response data into further iterations of the proposed model.

Table 4.4 Non-response Bias

	Group	Mean	Levene's Test for Equality of Variances		
			F	Sig.	T
Cynicism	1.00	41.64	0.897	0.345	-0.288
	2.00	41.90			
Ethical Sensitivity	1.00	62.52	2.3	0.131	1.641
	2.00	60.38			
Procurement Performance	1.00	16.42	1.328	0.251	0.953
	2.00	16.03			

4.3 Demographic Information

The following table outlines the participants as well as the organization with regard to their demographic information. The findings are summarized in the table 4.4 that can be seen below. The table shows that females respondents were 40.6% whiles males were 59.4%. The table also shows that 27.8% of the respondents were within the age range of 18 and 30 years, 45.6% were within 31-40 years, 21.1% were within 41-50 years and 5.6% of the remaining were above 50 years. The data also shows that 34.4% of the respondents had bachelor's degree, 26.1% had

diploma, 26.1% had master's/PhD and 11.7%, junior high school certificate and 0.6% of the rest hold other certificates. Also, the data shows that 26.1% of the respondents were business owners, 46.7% were business owners and managers, 13.3% were managers and 13.9% of the remaining were production managers. Also, 31.7% of the respondents indicated their organization has been operating for about 1-5 years, 27.2% indicated within 11-15 years, 8.3% also indicated above 16 years and 32.8% of the remaining indicated within 6-10 years. Again, 7.8% of the respondents indicated 30-99 employees in their firms, 50.0% also indicated 6-39 employees, 38.3% indicated less than 5 employees and 3.9% indicated more than 100 employees. From the data 65.0% of the respondents indicated their firm is fully locally owned, 12.8% indicated fully foreign owned and 22.2% of the remaining also indicated jointly Ghanaian and foreign.

Table 4.5 Demographic Information

Variable	Frequency	Percent
<i>Gender</i>		
Female	73	40.6
Male	107	59.4
<i>Age</i>		
18 - 30 Years	50	27.8
31 - 40 Years	82	45.6
41 - 50 Years	38	21.1
Above 50 Years	10	5.6
<i>Level of Education</i>		
Bachelor Degree	62	34.4
Diploma	47	26.1
Graduate Studies (Master / Ph.D)	21	11.7
Junior High School	21	11.7
Others	1	0.6
Senior High School	28	15.6
<i>Your Position in the Firm</i>		
Business Owner	47	26.1
Business Owner and Manager	84	46.7
Manager	24	13.3
Production Manager	25	13.9
<i>How many years have your firm been in operation</i>		
1-5 Years	57	31.7

11-15 Years	49	27.2
16 Years and Above	15	8.3
6-10 Years	59	32.8
<i>How many employees are in the firm?</i>		
30-99 employees	14	7.8
6-29 employees	90	50.0
Less than 5 employees	69	38.3
More than 100	7	3.9
<i>Type of ownership</i>		
Fully locally owned	117	65.0
Fully foreign owned	23	12.8
Jointly Ghanaian and foreign owned	40	22.2
Total	180	100.0

4.4 Measurement Model Assessment

In this research, the quality of the measurement model was evaluated using the criteria established by Hair et al. (2019). The data was examined using SmartPLS version 4, a software program for creating partial least squares structural equation models (Ringle et al., 2015). The indicator loadings were checked to make sure they were more than 0.70. This is positive since it suggests that the construct is strong enough to account for more than half the variance in the indicator, which indicates that the components may be trusted. As shown in table 4.6, the researcher discarded any external loading elements that had a score of less than 0.700.

4.4.1 Reliability

The study then used Composite Reliability and Cronbach's Alpha to examine the constructs' internal consistency. In table 4.6 below, displayed show how reliable the results really are. The data seems to be reliable, with Cronbach's alpha values ranging from 0.843 to 0.938 and composite reliability ratings clustering around the 0.896 to 0.950 region. As every single value was more than 0.7, there is a significant chance that this sample can be utilized. As reported by

a group of researchers (Hair et al., 2019). The results show that the scale is unidimensional; using it again yields the same outcome.

4.4.2 Validity

The convergent validity of the construct was then examined in the research. When a concept can account for variations in its components, this is an indication of its convergent validity. Strong convergent validity for a group of variables is indicated by an AVE of 0.50 or above, which may be calculated using all of the variables in the set. AVE readings were consistently within the specified interval of 0.566-0.730. For a quick summary of the convergent validity tests, see the table below. (Table 4.5).

Table 4.6 Reliability and Validity

Constructs	Items	Loading	CA	CR	AVE	VIF
Cynicism	CYN1	0.776	0.915	0.929	0.566	2.323
	CYN10	0.727				2.085
	CYN2	0.789				2.295
	CYN3	0.775				2.192
	CYN4	0.753				2.222
	CYN5	0.762				1.968
	CYN6	0.747				2.253
	CYN7	0.710				1.937
	CYN8	0.741				2.197
Ethical Sensitivity	CYN9	0.741				2.342
	ES10	0.843	0.938	0.950	0.730	2.701
	ES11	0.881				3.214
	ES5	0.788				2.235
	ES6	0.877				3.286
	ES7	0.857				2.916
	ES8	0.855				2.919
	ES9	0.876				3.262
Procurement Performance	PP1	0.856	0.843	0.896	0.683	2.460
	PP2	0.899				2.924
	PP3	0.807				1.776
	PP4	0.735				1.474

Finally, the extent to which one independent variable varied from the model's other independent variables was determined by means of discriminant validity. The input variables' correlation must be less than the square root of the average variance (AVE) if a discriminant function is to be used (Fornell and Larcker, 1981). Table 4.7 uses non-diagonal values to illustrate the relationship between the variables, in contrast to the square roots of the AVE, which are shown with distinct diagonals. The constructs are more discriminant because diagonal values are greater than non-diagonal ones.

Table 4.7 Fornell-Larcker test

Constructs	1	2	3
Cynicism	0.753		
Ethical Sensitivity	0.618	0.854	
Procurement Performance	0.628	0.504	0.827

Due to the lack of reliability in the Fornell-Larcker criterion, a new measure was developed: the heterotrait-monotrait (HTMT) ratio of correlations (Hair et al., 2019; Henseler et al., 2015; Voorhees et al., 2016). Most research indicates that HTMT scores below 0.90 are preferable. To do this, users may take the average value of the items' relationships across variables and divide it by the geometric mean of the correlations across scales measuring the same variable (Henseler et al., 2015). As can be seen in Table 4.8, the highest possible HTMT is 0.709, which is less than 0.9.

Table 4.8 HTMT Test results

Constructs	1	2	3
Cynicism			
Ethical Sensitivity	0.667		
Procurement Performance	0.709	0.568	

4.5 Model Fit Summary

Ranges and values for the Extracted-Index, SRMR, and Chi-Square tests were examined, and the tests' relative significance is discussed (Table 4.9). Extracted and Rare scores are below the minimum requirement of 0.9. If the residual has a square root or a common root, both of which have finite values, then it is not infinitesimally tiny. As a result, it is crucial that future research take into account all relevant data and points of view.

Table 4.9 Fit Summary

Indices	Saturated model	Estimated model
SRMR	0.057	0.057
d_ULS	0.754	0.754
d_G	0.335	0.335
Chi-square	341.989	341.989
NFI	0.870	0.870

4.6 Description of the Data

SmartPLS starts with a high-level overview of the data. For the researcher's benefit, this analysis will reveal how fully the respondents completed the survey questions. Each criterion may be assigned a numerical value using descriptive statistics (such as the mean, median, maximum, standard deviation, excess kurtosis, and skewness, among others). The standard deviation is a statistical measure of data dispersion. Mean for cynicism, ethical sensitivity and procurement performance are 4.18, 4.10, and 4.06. Standard deviations for cynicism, ethical sensitivity and procurement performance were 0.785, 0.821, and 0.826. The findings demonstrate that the calculated or statistical mean accurately reflects the average value of all variables.

Table 4.10 Descriptive Statistics

Constructs	Mean	Standard Deviation
Cynicism	4.18	0.785

Ethical Sensitivity	4.10	0.821
Procurement Performance	4.06	0.826

4.7 Coefficient of Determination and Predictive Power of the PLs Model

The researcher began by validating the measurement model, after which they evaluated the robustness of the underlying structural model and the expected relationships. By first testing for collinearity and then evaluating the structural correlations, this study reduces the possibility of false positives. VIF were calculated to help make sense of these dilemmas. Table 4.6 reveals that VIF levels are far below the recommended 3.3. (Hair et al., 2019). Some studies have looked at R² values of the endogenous variables to judge how well the model represented the sample data. If the R² value is between 0.75 and 0.50, then the correlation is high to moderate; below 0.25, the correlation is poor (Hair et al., 2011). Table 4.9 and Figure 4.1 provide R² values of 0.416 for procurement performance. Each of these figures has increased predictive power.

The predictive power of the PLS path model may also be measured by calculating the square root of the correlation, or Q² (Geisser, 1974; Stone, 1974). Once Q² reaches a particular level, it is feasible that an internally produced data-reliant structural model may be determined to be important (Hair et al., 2019). Table 4.11 demonstrates the model's accuracy in making predictions through Q² scores of 0.388 for procurement performance.

Table 4.11 Coefficient of Determination and Predictive Power of the PLs Model

Endogenous	R-square	Q ² predict
Procurement Performance	0.416	0.388

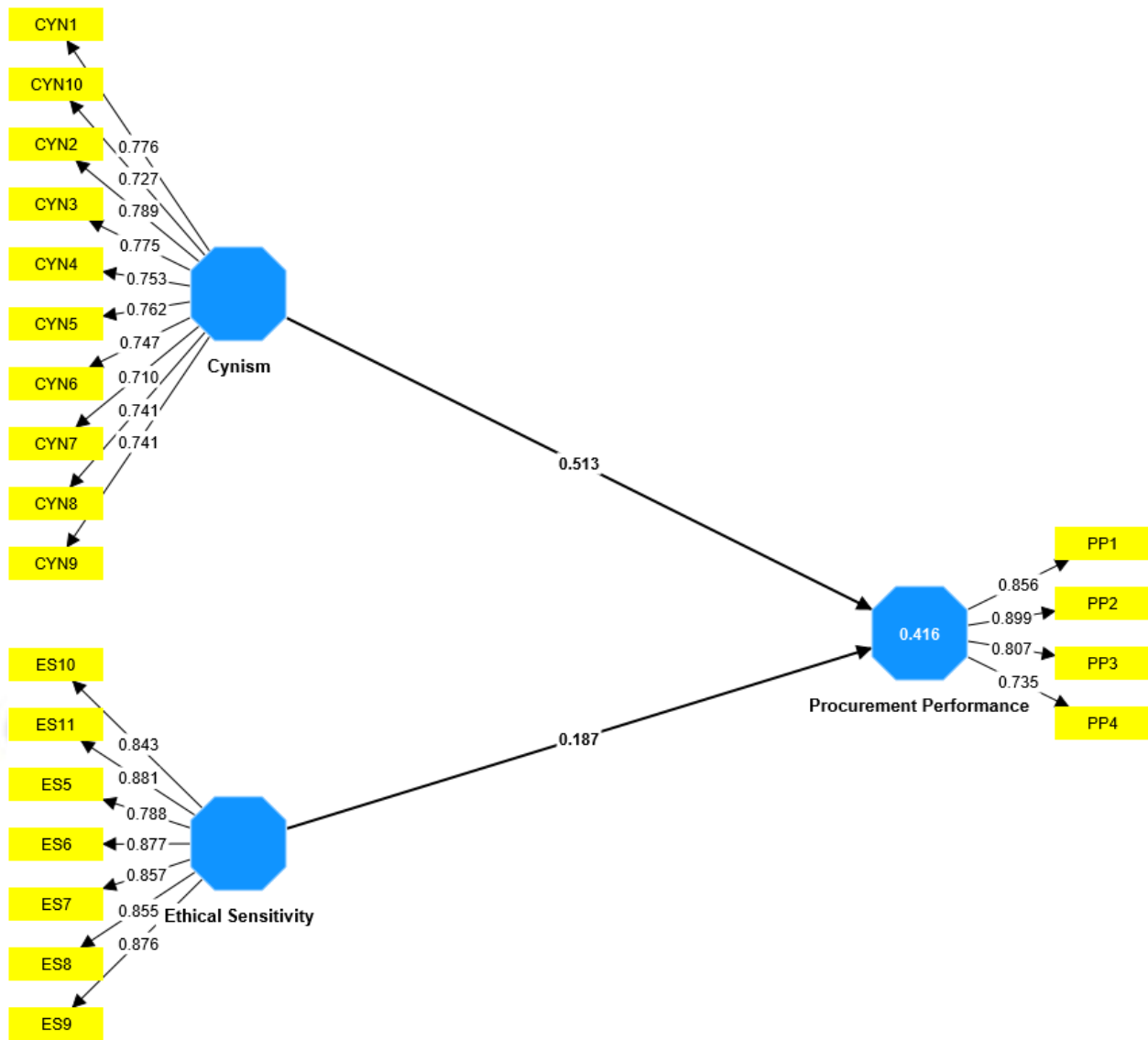


Figure 4.1 Measurement Model Assessment

4.8 Hypotheses for Direct and Indirect Relationship

The four assumptions of the research were tested using smartPLS 4. The purpose of this research was to analyze how cynicism and ethical sensitivity influence public sector procurement in Ghana. For an overview of the study's results, see table 4.12 and figure 4.2.

The first goal of this research was to learn whether and how cynicism influences public sector procurement in Ghana. The study's findings are shown in Table 4.12 and Figure 4.2, where a significant correlation is drawn between cynicism and procurement performance in Ghana's public sectors ($B=0.513$; $t=6.997$; $p\text{-value}=0.000 < 0.05$). This study's results provide evidence for the notion that there is a link between the factors studied. All else being equal, it shows that the degree of cynicism among managers may account for the 51.3% observed variation in procurement performance. The findings suggest that a more concerted effort to combat cynicism in Ghana's public sector might help the sectors procurement system function more smoothly and fairly.

Secondly, the study also looked at how ethical sensitivity affected the procurement performance of public sectors in Ghana. According to Table 4.12 and Figure 4.2, the degree to which ethical sensitivity is applied is highly correlated with the performance of public sector procurement ($B=0.187$; $t=2.460$; $p\text{-value}=0.014 < 0.05$). This study's results provide support to the argument that the two are linked. Based on these findings, ethical sensitivity accounts for 18.7% of the variance in procurement performance after all other variables are taken into consideration. The sectors should promote ethical sensitivity activities in order to improve their procurement performance.

Table 4.12 Hypotheses for Statistics

Hypotheses	Original sample	Standard deviation	T statistics (O/STDEV)	P values
Cynicism -> Procurement Performance	0.513	0.073	6.997	0.000
Ethical Sensitivity -> Procurement Performance	0.187	0.076	2.460	0.014

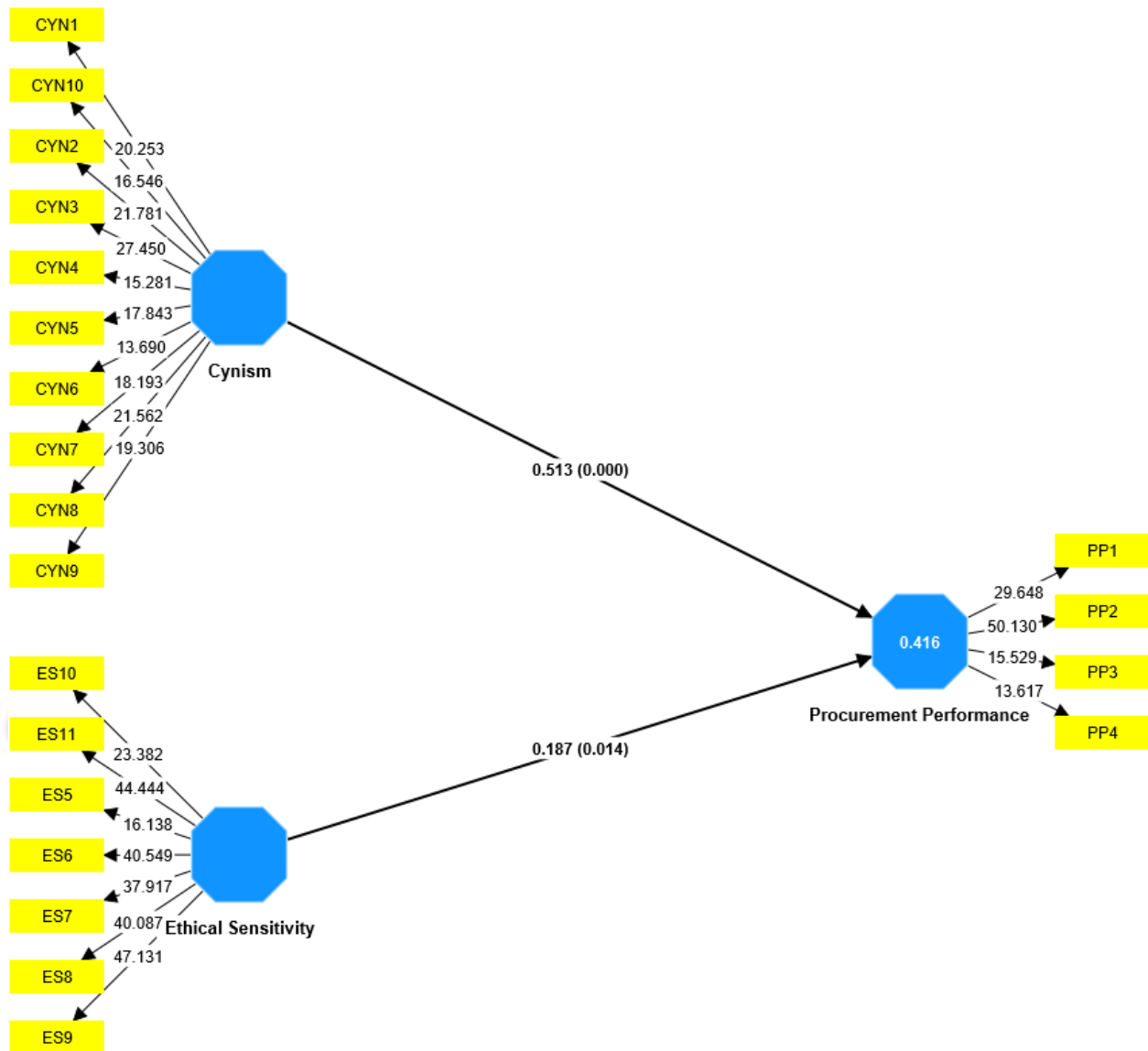


Figure 4.2 Structure Model Evaluation

4.9 Discussion of Results

A quick summary of the studies that have been conducted on this topic will be presented here, with an emphasis on the most important results. The purpose of this research was to analyze how cynicism and ethical sensitivity influence public sector procurement in Ghana. The results may be arranged as shown below.

The first goal of this research was to learn whether and how cynicism influences public sector procurement in Ghana. The study's findings demonstrated positive correlation between cynicism and procurement performance in Ghana's public sectors ($B=0.513$; $t=6.997$; $p\text{-value}=0.000 < 0.05$). This study's results provide evidence for the notion that there is a link between the factors studied. All else being equal, it shows that the degree of cynicism among managers may account for the 51.3% observed variation in procurement performance. The findings suggest that a more concerted effort to combat cynicism in Ghana's public sector might help the sectors procurement system function more smoothly and fairly. The data support social exchange theory (SET), which says that social exchange processes impact how workers feel about a firm (Blau 1968). The findings corroborate the work of Tukamuhabwa et al. (2022), who examined the extent and motivating factors of ethical awareness among would-be procurement professionals. The findings showed a positive correlation between cynicism and instances of unethical behavior. Results corroborate those of Aslam et al. (2016), who study cynicism's deleterious consequences on organizational transformation. In addition, the findings show that there are statistically significant relationships between employees' withdrawal behavior and their job satisfaction, as well as between employees' attitudinal opposition and the likelihood that they will engage in externalizing behaviors, within the sense of their establishment. The findings were in accordance the findings of Yldz and aylkay (2014) who indicate the impact that bank workers' levels of organizational cynicism have on their levels of alienation in the workplace in Turkey. The findings revealed that emotional component of organizational cynicism contributes to feelings of alienation and social withdrawal. Organizational cynicism's behavioral facet facilitates alienation from one's identity. Findings are consistent with Specifically, Nafei (2013) analyzes the impact of corporate cynicism on two aspects of employee attitudes: (organizational

commitment and job satisfaction). Comparing the three categories on their evaluations of organizational cynicism, organizational citizenship behavior, and work engagement reveals significant variances.

Secondly, the study also looked at how ethical sensitivity affected the procurement performance of public sectors in Ghana. The result showed that a degree to which ethical sensitivity is applied is highly correlated with the performance of public sector procurement ($B=0.187$; $t=2.460$; $p\text{-value}=0.014 < 0.05$). This study's results provide support to the argument that the two are linked. Based on these findings, ethical sensitivity accounts for 18.7% of the variance in procurement performance after all other variables are taken into consideration. The sectors should promote ethical sensitivity activities in order to improve their procurement performance. The results contradict Tukamuhabwa et al. (2022) research on the extent and causes of future procurement professionals' ethical sensibility. According to the results, those who will work in procurement in the future lack an awareness of ethical considerations. Contrary to common assumptions based on the current body of research, students' ethical sensibility and cynicism are not determined by their gender or familial background. These findings corroborate those of Badera and Jati (2020), who performed research on the impact of ethical sensitivity on the quality of internal audits. According to the findings, ethical awareness was shown to significantly improve the quality of internal audits. The results are consistent with those found by Tushabe (2022), who looked at how an individual's ethical attitude, ethical sensitivity, and the success of 3rd delivery companies in Uganda. Third-party logistics organizations' effectiveness in Uganda was shown to be positively and significantly correlated with their employees' ethical orientation and sensitivity, according to the research. This finding is consistent with the findings of Wittmer (1992), who studied the role of ethics in management decision. The findings corroborate the idea that more

ethical awareness is linked to better decision making. The result also support research by Afifah et al. (2015), which uses emotional stability as a moderating variable, confirms the importance of role conflict, self-efficacy, and professional ethical sensitivity to auditor performance. The outcome demonstrates that auditor performance suffers due to the role conflict. Auditor effectiveness is substantially influenced by both self-efficacy and sensitivity to professional ethics.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter wraps up the research project by briefly discussing the project's results and suggesting avenues for further investigation. Constraints of the study and directions for future studies were explored.

5.2 summary

The purpose of this research was to analyze how cynicism and ethical sensitivity influence public sector procurement in Ghana. The study then presents a brief overview of its key findings, which were derived from the research and the existing literature. The findings are organized in a manner that is appropriate in light of the study's stated aims.

5.2.1 The relationship between Cynicism and Procurement Performance

The first goal of this research was to learn whether and how cynicism influences public sector procurement in Ghana. The study's findings demonstrated positive correlation between cynicism and procurement performance in Ghana's public sectors. This study's results provide evidence for the notion that there is a link between the factors studied. All else being equal, it shows that the degree of cynicism among managers may account for observed variation in procurement performance. The findings suggest that a more concerted effort to combat cynicism in Ghana's public sector might help the sectors procurement system function more smoothly and fairly.

5.2.2 Effect of ethical Sensitivity on Procurement Performance

Secondly, the study also looked at how ethical sensitivity affected the procurement performance of public sectors in Ghana. The result showed that a degree to which ethical sensitivity is applied is highly correlated with the performance of public sector procurement. This study's results provide support to the argument that the two are linked. Based on these findings, ethical sensitivity accounts for variance in procurement performance after all other variables are taken into consideration. The sectors should promote ethical sensitivity activities in order to improve their procurement performance.

5.3 Conclusion

This study set out to investigate the effects of cynicism and ethical sensitivity on public sector procurement in Ghana. This study used a cross-sectional design to explain its findings, using inductive logic to interpret its numerical findings. This study used an explanatory research methodology to look at how lack of belief in the value of ethics and lack of belief in the value of cynicism affect public sector procurement in Ghana. The sample population for this study consists of individuals from the tender committee, procurement officials, and a subset of Ghanaian public institutions. A total of 180 individuals from the tender committee, procurement officers, and a few randomly chosen public institutions in Ghana were chosen using a combination of purposive and convenience selection methods. The study validated the hypotheses by using Structural Equation Modeling (SmartPLS 4). The data was summarized using descriptive statistics. Results showed that cynicism had a significant impact on public sector procurement performance. Ethical sensitivity was also proven to have a significant impact on procurement performance. The findings suggest that a more concerted effort to combat cynicism in Ghana's public sector might help the sectors procurement system

function more smoothly and fairly. However, the sectors should promote ethical sensitivity activities in order to improve their procurement performance.

5.4 Recommendation

This study set out to investigate the effects of cynicism and ethical sensitivity on public sector procurement in Ghana. Results showed that cynicism had a significant impact on public sector procurement performance. Ethical awareness was also proven to have a significant impact on procurement performance. The findings suggest that a more concerted effort to combat cynicism in Ghana's public sector might help the sectors procurement system function more smoothly and fairly. However, the sectors should promote ethical sensitivity activities in order to improve their procurement performance. Based on the results, the following recommendations are offered.

1. The findings indicate that cynicism has a major impact on procurement performance. The results indicate that a more concentrated effort is needed to counteract cynicism in Ghana's public sector, which might lead to a more efficient and equitable procurement system. Consequently, managers in this area need to institute procedures and policies that shift the emphasis of the organization's culture back toward teamwork by ensuring that all leaders, not just the top brass, display trustworthy conduct and actively fight cynicism in their dealings with others. To prevent cynicism from polluting the company, managers should have candid conversations with cynical workers about their actions and encourage them to find constructive solutions to their challenges at work.
2. According to the findings, improving ethical sensitivity should also improve procurement performance. Therefore, it is crucial for public sector managers to adopt ethical sensitivity by creating a code, making moral achievement a priority, setting the tone for

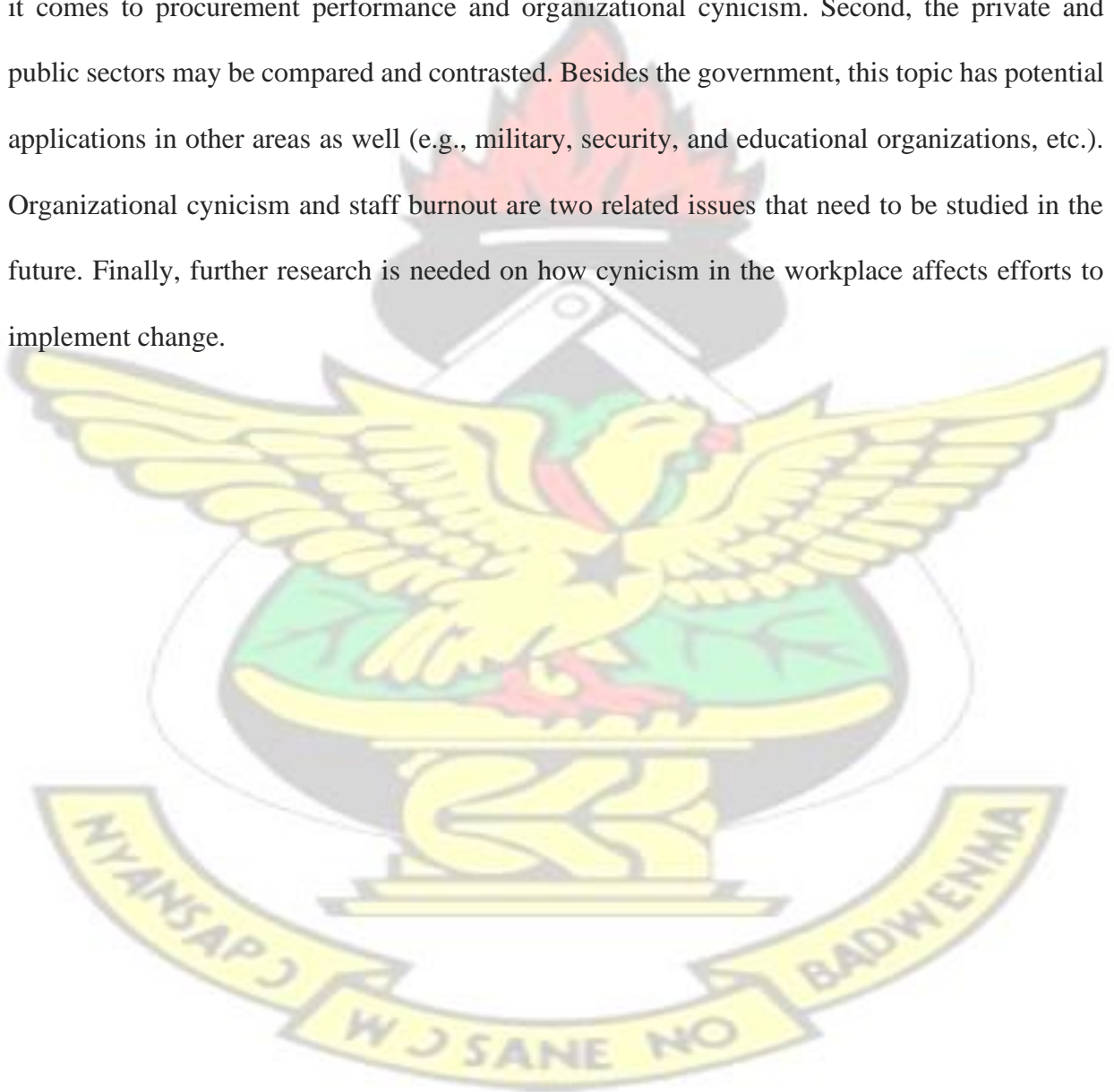
the organization, engaging, communicating, training, and supporting their staff, and also evaluating the effectiveness of their ethics programme.

3. According to the findings, logistics companies should adopt a policy and implement methods to deal with people who exhibit opportunistic inclinations in order to foster a more generalized ethical compass among their employees. If logistics companies are to fulfill their missions, then their top executives must make it their mission to foil any and all attempts at exploiting the system.
4. Additionally, managers' reactions to ethical dilemmas should be guided by their own personal values and worldviews. As a result, third-party logistics businesses are better able to meet their clients' needs in terms of timely delivery, compliance, supply of quality services, and effective feedback to clients.

5.5 Limitations and Future Research Direction

There are a few things to keep in mind about this study's limitations. First, all employees of Ghana's public sector were included in the study. The questionnaire approach was also used to acquire primary data for this investigation. The survey's target audience cares about spotting signs of cynicism inside a business, as well as evaluating its ethical sensitivity and procurement performance. To better capture the concepts, the model's gauging items should be adjusted and, maybe, new gauging things should be added or manufactured. This study makes use of the measures developed by other researchers, although not all of them. Since the items may not provide complete access to the constructs of cynicism, ethical sensitivity, and a procurement performance, more research is needed to develop and characterize these factors in detail. In addition, this study uses participants' own assessments to weigh the elements at play. In this study, only a limited number of primary informants could be interviewed due to time and budget

constraints. Evidence suggests that studies based on interviews with a single informant are trustworthy when the informant is a member of the company's top management. One limitation of survey research, and a possible flaw in these subjective measures, is that there are not many people providing information about each organization. A number of avenues exist for potential further study. To begin, it would be beneficial to study how other industries in Ghana do when it comes to procurement performance and organizational cynicism. Second, the private and public sectors may be compared and contrasted. Besides the government, this topic has potential applications in other areas as well (e.g., military, security, and educational organizations, etc.). Organizational cynicism and staff burnout are two related issues that need to be studied in the future. Finally, further research is needed on how cynicism in the workplace affects efforts to implement change.



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APPENDIX

SURVEY QUESTIONNAIRE

Dear Sir/ Madam,

My name is, a postgraduate student at the Kwame Nkrumah University of Science and Technology, Kumasi, Department of Supply Chain and Information Systems. This survey instrument has been designed to enable me carry out research on the topic: **“Effect of Cynicism and ethical sensitivity on Procurement Performance”**. Any information provided will be used for academic purposes ONLY. There are no risks associated with your participation, and your responses will remain confidential and anonymous.

SECTION A: RESPONDENT’S BIOGRAPHY AND COMPANY PROFILE

When completing this questionnaire, please tick [✓] in the applicable box or provide an answer as applicable.

Please answer the following questions:

1. *Gender:* Male ☐ Female ☐

2. *Age*

18-30 years ☐ 31-40 year’s ☐ 41-50 years ☐ Above 50 years ☐

3. *Level of Education*

Junior High School ☐ Senior High School ☐ Diploma ☐ Bachelor Degree
☐ Graduate Studies (Master / Ph.D.) ☐ Others ☐ For Others, Please
specify:.....

4. *Your Position in the Firm*

Business Owner ☐ Business Owner and Manager ☐ Manager ☐ Production
Manager ☐ Others
☐.....

5. *How many years have your firm been in operation?*

1 - 5 years ☐ 6 - 10 years ☐ 11 – 15 years ☐ 16 years and above ☐

6. *How many employees are in the firm?*

Less than 5 employees ☐ 5 – 29 employees ☐ 30 – 99employees ☐ More
than 100 ☐

7. *Type of ownership:*

[] Fully locally owned [] Fully foreign owned [] Jointly Ghanaian and foreign owned

SECTION B: Cynicism (Brandes, P., Dharwadkar, R., and Dean, J. W. (1999).

To what extent do the following statements using the scale 1 to 5: Not at all – A very great extent

Item	Statement	1	2	3	4	5
CYN1	I believe that my company (my organization) says one thing and does another.					
CYN2	My company's (my organization's) policies, goals, and practices seem to have little in common.					
CYN3	My company (my organization) expects one thing of its employees, but rewards another.					
CYN4	When I think about my organization, I experience aggravation					
CYN5	When I think about my organization I get angry					
CYN6	When I think about my organization, I get tension					
CYN7	When I think about my organization, I feel a sense of anxiety					
CYN8	I complain about what is happening in the work to my friends beyond my institution					
CYN9	We look at each other in a meaningful way with my colloquies when my institution and its employees are mentioned.					
CYN10	I criticize the institution's practices and policies with others.					

SECTION B: Ethical Sensitivity (Khalil Gholami, Elina Kuusisto and Kirsi Tirri (2015)

To what extent do the following statements describe your firm's formation of ethical culture? , using the scale 1 to 5: Not at all – A very great extent

Item	Statement	1	2	3	4	5
ES1	I am concerned about the wellbeing of my partners.					
ES2	I try to have good contacts with all the people I am working with.					

ES3	I take care of the wellbeing of others and try to improve it.					
ES4	In conflict situations I do my best to take actions that aim at maintaining good personal relationships					
ES5	Taking the perspective of others, I tolerate different ethical views in my surroundings.					
ES6	I also get along with people who do not agree with me.					
ES7	I think it is good that my closest friends think in different ways.					
ES8	I see a lot of ethical problems around me.					
ES9	I am aware of the ethical issues I face at work.					
ES10	I am better than other people in recognising new and current ethical problems.					
ES11	I notice that there are ethical issues involved in human interaction					
ES12	I consider different alternatives when aiming at the best possible solution to an ethically problematic situation					
ES13	I contemplate the consequences of my actions in making ethical decisions					
ES14	When I am working on ethical problems, I consider the impact of my decisions on other people.					
ES15	I am able to create many alternative ways to act when I face ethical problems in my life					

SECTION C: Procurement Performance

In this section, we are trying to measure the **Procurement Performance**. Please indicate the degree of your agreement with the following statements. Using the Likert scale, where 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree

Procurement Performance	1	2	3	4	5
Our organization have delivery at the right time					
Our organization have delivery at the right quantity					
Our organization have delivery at the right price.					
Our organization have delivery at the right quality					

Thank you for participating in the survey.

Figure 1: Conceptual Framework

SAMPLE TABLE

Population	Manufacturing Firms in Ghana
Sample Size	200 Firms
Sampling Technique(s)	Purposive and Convenience Sampling Techniques
Unit of Analysis	Firm Level
Respondent types	Top and Middle Level Managers in Procurement, Supply Chain and Operations.
Response per firm	1 response from one firm

