

**STRATEGIC SOURCING, ETHICAL CULTURE, COMPLIANCE  
AND FORCE SUSTAINABILITY:**

**A CASE STUDY OF UGANDA PEOPLES' DEFENCE FORCES (UPDF).**

**By**

**EPHRAIM MUGUME**

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**SUPERVISORS: DR. JOSEPH M. NTAYI**

**MS. SARAH EYAA**

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**PLAN A**

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**DECLARATION**

I Ephraim Mugume declare that this Dissertation is the result of my independent effort and investigation. It has never been submitted to any university or other institution of higher learning for any a ward.

Ephraim Mugume

2007/HD10/11450U

Signed: .....

Date: .....

**APPROVAL**

This is to certify that this Dissertation is submitted with my approval as the university supervisor.

Dr. JOSEPH NTAYI

Signature: .....

Date: .....

MS SARAH EYA

Signature: .....

Date: .....

## **DEDICATION**

I dedicate this dissertation to almighty God, my father Mr John Mugisha, and my dear wife Mrs Annet Natukunda Mugume, my children; Arnold Mugisha, Ian Mugume Mugisha and Philip Muganzi and all my friends who supported me in the best way possible during the course of my studies.

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## LIST OF ACRONYMS

<b>ACCA</b>	Association of Certified Chartered Accountants
<b>CIPS</b>	Chartered Institute of Purchasing and Supplies
<b>GDP</b>	Growth Domestic Product
<b>HQ</b>	Head Quarters
<b>MoD</b>	Ministry of Defence
<b>PPDA</b>	Public Procurement and Disposal of Assets
<b>SPSS</b>	Statistical Package of Social Scientists
<b>UPDF</b>	Uganda Peoples' Defence Force

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## **ABSTRACT**

The study was focused at examining the relationship between ethical culture, strategic sourcing, compliance with the PPDA laws and force sustainability in the Uganda Peoples' Defence Forces (UPDF). The objectives of the study were to examine: the relationship between ethical culture, strategic sourcing and ethical compliance, the relationship between strategic sourcing and sustainability of forces, relationship between ethical culture and sustainability of forces and finally the relationship between ethical compliance and sustainability of forces. Self-administered questionnaires were used to collect responses from respondents, data process and analysis was done using statistical package for social scientists.

A cross-sectional research design was employed and primary data collected from services/branches in the UPDF mainly; the MOD Head quarters and the Land Forces.

The findings revealed that both ethical culture and strategic sourcing are significant predictors of force sustainability while compliance with the PPDA laws is not.

## CHAPTER ONE

### BACK GROUND TO THE STUDY

#### 1.0 Introduction

The value of strategic sourcing in achieving organizational objectives cannot be underestimated given earlier studies postulations like (Wendy and Lisa, 2009; Pretious and Love, 2006). Strategic sourcing has been defined as the dynamic procurement process that aims at continuously re-evaluating the purchasing habits and behaviors of a company through seeking a continuous improvement in the procurement process (Duffie and Koester, 2005).

Strategic sourcing has been a key priority area since the UPDF embarked on professionalizing and modernizing the force (White paper on Defence transformation 2004).

The Uganda Peoples Defence Forces (UPDF) is a force of about 60,000 officers and militants formed into five infantry divisions, with combat support units, combat Service support units and the Air Force all supported by the National Reserve Forces (Defence Corporate plan (2004-5 to 2006-7)).

Strategic sourcing of key products in UPDF if properly managed is likely to result into significant cost reductions, long term supply stability and minimization of supply risks. However, the ethical culture in the organization seems to affect strategic sourcing negatively. Anecdotal evidence from the UPDF revealed that strategic sourcing has been affected by the notion of ‘emergency and sensitive’ procurements which call for flouthing of procurement procedures thus resulting into un complaint behaviors. A case in point, UPDF has in the recent past sourced undersized uniforms from China which Henk and Rupiya (2001) regard as a ‘notorious’ purchase despite the existence of a significant textile industry in Uganda. The Force has also been under spotlight for purchase of expired drugs, rations possibly due to prevalence of unethical culture that is characteristic of

conflict of interest, which is at times disguised under the cover of ‘emergency’ sourcing, and generally lack of ethical compliance in sourcing.

Strategic sourcing to be meaningful in an organization, it should uphold ethical culture and effective ethics and compliance management should be associated with less unethical and illegal behavior (Trevino et al. 1999).

Compliance has been a critical performance area in the Force given that some procurement activities are effected under the guise of emergencies and some passed as classified in the interest of national security. On account of Schein, (1985) many boards of profit and non profit organizations have developed policies whose bottom line is to minimize the extent of unethical behavior and improve ethical compliance in their organizations. This is said to promote organizational sustainability.

In a bid to achieve its mandate of ensuring the defence of the country and the Constitution of Uganda, assisting with peacetime security, contributing to Regional Stability, provision of Support to the Civil Authorities, conducting defence diplomacy and support to international obligation (Defence Corporate plan; 2004/2005-2006/2007), the UPDF needs to be sustainable in all spheres. However, Achieving Force sustainability has been marred by weaknesses or challenges associated with strategic sourcing, ethical culture and compliance.

## **1.1 Problem statement**

The Ministry of Defence spends 2% of GDP on security per annum (2004-5 to 2006-7) in its efforts to defend the country from external threats and to maintain Uganda’s national sovereignty, independence and territorial integrity (Government of Uganda White paper on Defence Transformation, 2004). However, despite the efforts, there has been looming questions over Force

sustainability. This can be manifested in the cases of unreliable supply of drugs, food, uniforms, ammunition and other essential supplies that have hampered the progress of operations. Such practices may be attributed to absence of strategic sourcing, weak ethical culture and non compliance practices by procurement personnel in the UPDF. This study therefore is intended to examine how Force sustainability can be achieved through upholding the ethical culture and compliance practices in the strategic sourcing of key supplies to the UPDF.

### **1.2 Purpose of the study**

The purpose of the study was to examine the relationship between strategic sourcing, ethical culture, compliance and force sustainability.

### **1.3 Objectives of the study**

The study aimed at achieving the following objectives

- i. Examining the relationship between ethical culture, strategic sourcing and ethical compliance
- ii. Examining the relationship between strategic sourcing and sustainability of forces
- iii. Examining the relationship between ethical culture and sustainability of the force
- iv. Examining the relationship between ethical compliance and sustainability of the forces.

### **1.4 Research questions**

- i. What is the relationship between ethical culture, strategic sourcing and ethical compliance?
- ii. Is there a relationship between strategic sourcing and sustainability of the forces?
- iii. What is the relationship between ethical culture and sustainability of the forces?
- iv. Explain the relationship between ethical compliance and sustainability of the Forces?

## **1.5 Significance of the study**

- i. The study is aimed at contributing ideas to policy makers in the military procurement sections in order to improve management of procurement systems in the Forces.
- ii. It is the intention of this study to stimulate debate about the subject of whether funding security organizations yields more efficiency and productivity towards those security organizations.
- iii. Another intention of this study is to promote debate about access to data in the military especially relating to public finance management and expenditure for accountability.
- iv. This study also intends to contribute to the dearth literature in military economics and academic circles especially on the African continent by examining the relationship between strategic sourcing, ethical culture, and ethical compliance their impact on force sustainability in general.

## **1.6 Scope of the study**

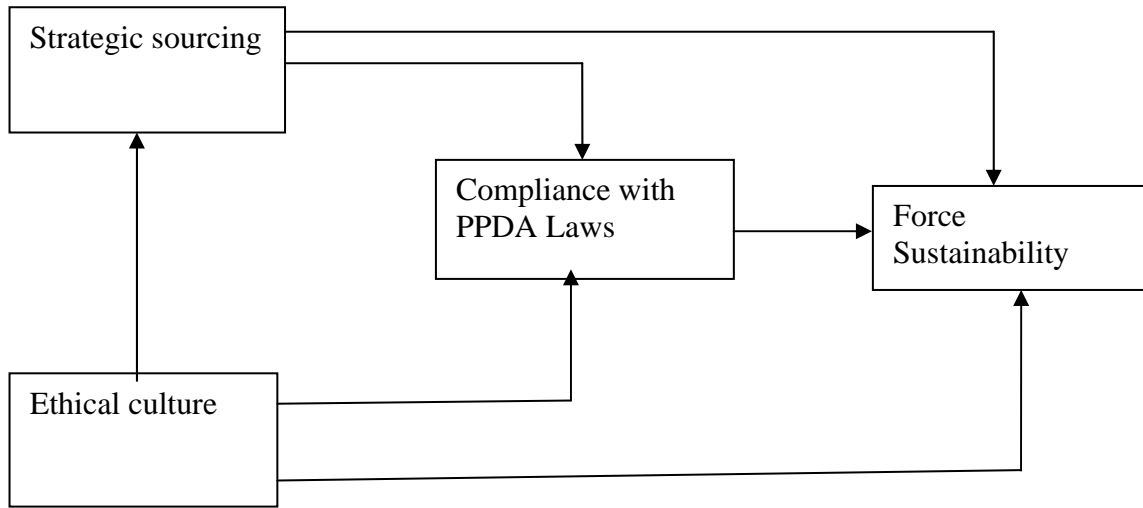
### **1.6.1 Conceptual scope**

The study was limited to the following concepts; Strategic sourcing in procurement; Compliance with the procurement laws, Ethical culture, and Force Sustainability.

### **1.6.2 Geographical scope**

The study concentrated in the Ministry of Defence Head quarters – Mbuya, Land Forces Head quarters – Bombo, Air Defence Division –Nakasongola, Armored Brigade – Masaka, Marine Unit – Enteebe, Artillery Division – Masindi Mortorised Brigade –Nakasongola and most Infantry units.

## 1.7 THE CONCEPTUAL FRAMEWORK PREDICTING FORCE SUSTAINABILITY



**Figure 1: Conceptual frame work predicting force sustainability.**

**Source:** Duffie and Koester (2005), Goran and Greg (2003).

### **Description of the model**

From fig.1 above, i argue that ethical culture leads to strategic sourcing and compliance behaviors. Tandem, Goran and Greg (2003), contend that people are expected to behave not in their own ways but in ways that are deemed right in society. The result is that compliance with socially accepted norms leads to sustainability. Also, the Government of Uganda in the Defence corporate plan shortlists strategic sourcing as one of the strategies to achieve sustainability of the Force.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This section covers related literature to the problem of study as covered in the secondary sources of data including publications by other scholars, reports, journals, periodicals and other sources as shall be identified.

#### **2.1 Strategic sourcing and compliance with the PPDA laws**

Duffie and Koester (2005), define strategic sourcing as the dynamic procurement process that aims at continuously re-evaluating the purchasing habits and behaviors of a company through seeking a continuous improvement in the procurement process. This study further takes strategic sourcing to be all the public procurement activities that conform to PPDA provisions and ensure that the UPDF attains its core objectives. The overall goal of strategic sourcing in organizations include; achieving large and sustainable cost reductions, long-term supply stability and minimization of supply risk. Under normal circumstances this should ensure sustainability of the sourcing entity in its social, environmental and economic goals (Duffie and Koester, 2005). Public sector institutions have well defined guidelines for the procurement processes and for Uganda's case the PPDA Act, (2003) and the PPDA Authority as the compliance over seeing entity. These are the underlying principles upon which ethical compliance is based.

Whereas literature indicates that the moral nature of these guiding principles refers to what is judged to be right, just, or good (conduct), compliance means much more than not being corrupt or fraudulent. Rather, it relates to the quality or characteristic of individual or organizational behavior that denotes the quality of acting in accordance with the moral values, standards and rules accepted by the organization's members and the public at large. A contravention of these values is what

society deems non-ethical compliance. This study assumes that procurement officers' perceptions about the values and standards are provided in the PPDA Act and influences the compliance to these values in strategic sourcing.

Wood (1995), argues that global sourcing has markedly increased the array of compliance problems buyers are faced with. Global sourcing has exposed procurement personnel with new challenges like international standards, sustainability issues in regard to the environmental cost of production, transit and packaging of these globally sourced products across nations.

What is worth mentioning is that the perceived ethical behavior by a company can have a positive effect on a firm's image and reputation (Carter 2000). A Force of UPDF's stature needs to engage in sourcing activities that are going to create a reputation and image of a sustainable performance institution. This will possibly fast track the Force's ambition of being a pro-people Force.

Strategic sourcing management skills enable procurement executives to face planning, evaluation and quality control pressures (common in sourcing) by acquiring, organizing, and managing a firm's resources in an ethically responsible manner (Carter and Jennings, 2004). These skills create awareness among procurement executives about ethical issues that arise when customers, suppliers, and other functional areas within their firms that require compliance to ethical values. This promotes compliance with procurement guidelines in the sourcing process since the procurement personnel are expected to use these skills to coordinate and manage their interfaces to ensure that their organizations make ethical sourcing decisions and that their suppliers and customers are in turn managing their operations in an ethically compliant manner.

## 2.2 Strategic sourcing and ethical culture

This study's conceptualization of culture is guided primarily by the work of Nisbett (2003) who defines culture as systems of perception, views about the nature of the world and characteristic thought processes. In this tradition, (Schein, 1984; Nisbett, 2003) culture is (1) a pattern of basic assumptions; (2) invented, discovered, or developed by a given group; (3) as it learns to cope with its problems of external adaptation and internal integration; (4) that has worked well enough to be considered valid; and, therefore; (5) is to be taught to new members as the (6) correct way to perceive (emphasis added), think, and feel in relation to those problems. In general, ethical culture constitutes a set of principles frequently defined as a code of conduct; that is, a framework for actions (Lawton, 1998, p. 16). Therefore organisations that can do an extra mile to deliberately re-enforce organisational culture along defined parameters are likely to achieve specific behavior patterns in their organisations. No wonder organisations that take no initiative to instil PPDA Act (2003) provisions in their procurement officers face challenges in their strategic sourcing patterns.

Nisbett (2003) further argues that by "culture" we mean the thought processes and beliefs that particular groups use to understand the world. If culture does influence people in their decision-making processes, then efforts by business enterprises to promote the internationalization of their work forces may impact decision making in ways that differ markedly from what firms might hope or expect (Carter and Maltz et al. 2010). It is a strategic desire by the UPDF to have a better equipped Force (Government of Uganda Defence White paper, 2004). Therefore, the ethical culture is bound to influence procurement officers' decision to strategically source key products and services either locally or internationally based on organizational strategic perception about sourcing.

### **2.3 Ethical culture and compliance**

Earlier studies indicate that to improve or safeguard organizational integrity, many boards of profit and not-for-profit organizations have developed policies whose bottom line is to minimize the extent of unethical behavior in the organization. These have become ethical culture components in these organizations. Organizations that have taken note of this approach to moulding organizations have performed with limited cases of unethical and illegal behaviors. Treviño et al. (1999, pp. 132-3) stated, “Effective ethics and compliance management should be associated with less unethical and illegal behavior.” From the foregoing, certainly organizations that have developed policies to minimize unethical behavior are more compliant with the PPDA Act provisions.

Zhand, Chiu and Wei (2009), postulate that the norms of the organization provide cues and symbols that allow employees to justify and rationalize misconduct and illegal practices. Even if observers consider reporting the wrongdoing, they may tolerate it because it is accepted as a norm. Compelling evidence from conformity literature shows that few people will choose to challenge a wrongdoing-tolerant norm, because they can expect severe retaliation from co-workers, groups, and organizations. For organizations where ethical culture gives credit where it's due and punishments for un-ethical practice, compliance with the PDDA Act and Authority is common unlike in those where there are no cues and symbols that allow employees to justify and rationalize misconduct.

Previous empirical studies further demonstrate that ethical compliance should be higher in organizations where leaders and norms encourage it and where ethical conduct is rewarded and unethical conduct is punished, than in organizations without such characteristics (Trevino et al., 1985). In our case how the national procurement oversight body; the PPDA Authority and UPDF

leadership handles cases of ethical and unethical conduct impacts heavily on the compliance with the PPDA Act in the Force.

#### **2.4 Compliance versus Force sustainability**

Goran and Greg (2003) opined that from the socialization perspective, employees behave according to culturally determined rules and norms that have nothing to do with their own personal beliefs. Either because they have internalized their organization's underlying beliefs and values or because they are socialized to conduct themselves in the expected behavior under certain circumstances or they do it to get group acceptance and social approval. Through observing and modeling the behaviors of leaders and peers, employees learn what behavior is expected in the organization. They henceforth comply with or go against the ethical laws.

Social learning theory also suggests that consequences (rewards and punishment) facilitate learning in an anticipatory manner (Bandura, 1986). They inform individuals about the benefits of the modeled (ethical) behavior and the costs of inappropriate behavior. Thus in anticipation of rewards, employees uphold ethically sound practices yet they would act in a similar manner in case their organizations effect punishments for unethical practices. Either way sustainability of the organizations is impacted.

Trevino and Youngblood (1990) suggest that vicarious learning (observed reward and punishment) influences people's ethical behavior through modifying their outcome expectancies. On the other hand, if organizations reward employees for their ethical conduct, they will be motivated to perform ethically. In such circumstances, ethical compliance with the law shall be high and ensure sustainability in the organization.

Ethical compliance is context-specific, in that people may act differently in different contexts

(Haight, 2000; Thorne et al., 2003). An example commonly cited in literature is the fact that kickbacks/commissions in most businesses have become accepted norms which suggests that unethical behavior may become a norm in certain contexts. The theory of planned behavior (Ajzen, 1991) argues that people usually choose to behave in a specific way that is in line with the norm or that is within the approval of their peers. Compliance therefore does not always have to be ethical stream lined to lead to sustainability in organizations. Sustainability is sometimes a result of a pattern of activities that only conform to specific situations.

## **2.5 Strategic sourcing and Force sustainability**

Force sustainability as a military concept, aims at equipping the Defence Forces with adequate support services to sustain it while conducting operations (Government of Uganda on Defence transformation, 2004). This can be achieved through integration of strategic, operational and tactical sustenance in order to support the Force in its missions and tasks. The emphasis is on scheduling the mobilization and deployment of units, personnel, equipment and supplies in support of the employment concept, particularly the ability to adequately sustain the individual, and welfare support on operations. However, it is worth noting that most wars/ Campaigns have been prolonged/ failed due to challenges of sustainability .

The area of sustainability aims at ensuring that forces have sufficient combat supplies (food, ammunition, fuel) in order to sustain the required tempo of military operations; that they are properly equipped; and that their equipment is maintained in good working order whilst introducing improvements in terms of management of and facilities afforded to the supply chain.(Ministry of Defence Corporate plan, 2005). Improvements in the operational supply chain management can be achieved through; establishment of a robust Service Unit that will guarantee

steady supply of combat supplies(ration, equipment, spares and other Petrol Oil and Lubricants (POL) products), improvements in maintenance and repair facilities, the provision of improved storage facilities, provision of field medical service support, provision of improved personal field equipment and ensuring that the morale of soldiers is reinforced through access to information and resting grounds.

## **2.6 Ethical culture and force sustainability**

Steven H. Appelbaum, Kyle J. Deguire and Mathieu based on the work developed by Victor and Cullen (1987) to look at ethical culture being a result of rules, standards, codes, or principles which provide guidelines for morally right behavior and truthfulness in specific situations. An organization's ethical climate is part of its organizational culture which postulates that once in an organization, employees learn how to behave through formal and informal socialization, they learn values which are held in high esteem, and which are rewarded. The organizational values dealing with ethical issues, those that determine what is considered ethically correct make up the ethical climate of an organization (Victor and Cullen, 1987). Factors influencing the ethical climate in an organization include personal self-interest, company profit, operating efficiency, team interests, friendships, social responsibility, personal morality, and rules, laws and professional codes (Sims, 1992).

Perhaps the most important factor is the actual behavior of top management; “what top managers do, and the culture they establish and reinforce, makes a big difference in the way lower-level employees act and in the way the organization as a whole acts when ethical dilemmas are faced” (Sims, 1992). Therefore, the ethical culture which leads to sustainability of any organization is informed by factors a fore mentioned and important to mention is the behavior of top management. To sum it up therefore, sustainability in organizations basing on the existing literature is influenced

by ethical culture in the sourcing entity. By virtue of the existence of the Sourcing guides in public procurement, like the PPDA Act (2003) as the case is for Uganda, public entities ought to ensure sustainability in their long run existence by ensuring that they achieve their mandatory objectives. However, the interactive effects of ethical culture and compliance, strategic sourcing approaches have indicated a causal relationship with sustainability in the sourcing entities. This study after the review of related literature intends to justify those relationships.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This section covers the research method that was used in the study including; research design, source of data, study population, sample size, sampling procedure, data analysis method and presentation.

#### **3.1 Research design**

This study was cross sectional, quantitative intended to explain the causal relationships between variables under study.

#### **3.2 Study population**

The study was carried out in the Ministry of Defence Head quarters – Mbuya, Land Forces Head quarters – Bombo, Air Defence –Nakasongola, Armored Brigade – Masaka, Marine Unit – Enteebe, Artillery – Masindi Mortorised –Nakasonola and most Infantry units. The number of eligible respondents across these different divisions was about 250 but a sample of 120 respondents was targeted. These included; Accounting Officers, Contracts Committee members and members in the user departments at the different bases that were engaged during the data collection stage to enable us get primary data relevant for our study.

#### **3.3 Sample size**

The sample size constituted 120 respondents selected using Krejcie and Morgan (1970) principles and table for determining sample size. The table indicated that for a study population of about 100 respondents, a sample size of 90 respondents was ideal for the survey.

### **3.4 Sampling design**

A purposive sampling design was employed in selecting the sample of respondents. This was because the study required respondents to possess some knowledge about the study variables.

### **3.5 Research Instrument**

A self administered data collection instrument in form of a questionnaire was developed and used at the data collection stage.

### **3.6 Measurement of variables**

#### **3.6.1 Strategic sourcing**

Strategic sourcing level was measured through the level of cost reduction which was gained by the firm's ability to achieve changes through the sourcing it takes on. The level of supply stability in the long run was another measure through which strategic sourcing was measured. The other measure of strategic sourcing level was the level of reduction in the supply risk by the sourcing firm.

#### **3.6.2 Ethical culture**

Ethical culture was measured through adopting Kaptein (2008), measurement unit of ethical culture in organizations including; the level of clarity in the organizational rules of procedure, the clarity of organizational objectives and individual/ collective roles in the organization. The level of congruence of supervisor and management on organizational objectives/ goals, roles and rules of procedure in sourcing was another measure of ethical culture. Ethical culture was also measured through the level of supportability and feasibility of organizational goals, rules of procedure etc in the sourcing activities.

Ethical culture was measured through the level of transparency, discussability and sanctionability employed in the sourcing firm in regard to organizational goals/ objectives, individual roles and

rules of procedure in the sourcing activities.

### **3.6.3 Compliance**

With Compliance, measurement was based on the PPDA assessment tool which emphasizes adherence to the PPDA Act (2003) provisions on sourcing like; value for money, timeliness, competitiveness, transparency and accountability.

### **3.6.4 Force sustainability**

Force sustainability was measured through adoption of the Defense Corporate Plan (2004) modernization themes. These were used to measure the following;

The level of equippedness, training and the ability of the Force to support combat and peace operations. Through the level of deploy ability of the Force in terms of speed and equipment anywhere within the country and abroad. Sustainability of the Force shall be measured through the level of logistical strength of the force while on an operation. The study used the ability of the Force to participate in joint/combined operations to measure its sustainability. The level of technological advancement and doctrine support was used to measure force sustainability. The level of functionality of policy and planning, in the management of the Force affairs especially the sourcing function. The level of procurement, logistics and infrastructure management was also used in the measurement of Force sustainability. The level of financial management in the Force, especially in relation to the sourcing function of procurement. The level of personnel and welfare management in the Force was another sustainability measure in this study.

### 3.7 Reliability and Validity test

Reliability was tested and all the variables had exhibited cronbach's alpha coefficient above 0.7

**Table 3.7.1 Analysis of constructs using Cronbach's Alpha**

<i>Variable</i>	<i>Anchor</i>	<i>Cronbach Alpha Value</i>	<i>Content Validity Index</i>
Strategic Sourcing	5 Point	.873	.872
Compliance with PPDA Act	5 Point	.808	.807
Ethical Culture	5 Point	.714	.708
Force Sustainability	5 Point	.896	.897

**Source:** primary data

### 3.8 Data sources

#### 3.8.1 Primary data

Data was collected using the self administered questionnaires. Self administered questionnaires checked the level of biasness in the data given at the time of interview.

#### 3.8.2 Secondary data

Data was collected from reviewed literature covered in academic journal articles, reports and internet links with relevant information in our area of study.

### 3.9 Procedure

An introduction letter was sought from the Graduate Research Centre introducing the researcher alongside the assistants to the respondents. The questionnaires were administered to the respondents who were requested to fill them appropriately. The questionnaires were collected and edited to ensure the rate of return.

### **3.10 Data processing, analysis and presentation**

The serialized questionnaires were checked to ascertain the response rate. Editing, coding and data entry into the computer using Statistical Package for Social Scientists (SPSS) was then done. Data analysis followed using appropriate software tools of the computer and analyzed the menus in SPSS to generate descriptive statistics of (correlations and regression analyses) to test for the interactive effects of the study variables.

### **3.11 Ethical Considerations**

Given that this research was carried out in a sensitive area, all efforts were made to uphold the ethical considerations. First of all clearance was sought from the UPDF leadership as regards the subject of study and all the people who filled the questionnaire I fully explained to them the purpose of the research that it was purely for academic purposes.

### **3.12 Limitations of the study**

The following limitations were encountered while undertaking the study;

- (i) Reluctance of some respondents to answer the questionnaire by virtue of the offices they hold and the institution they operate in. The institution of the UPDF operates with key sensitive and strategic information which the staff may be reluctant to release due to “concerns of national security”. However, with the assurance that I had got clearance from UPDF leadership and by explaining to them the purpose of the study, I was able to get the information for this research.
- (ii) Limited resources and time arising out of the scope to be covered yet the researcher had a limited budget. Despite the resource constraints and time limitation, I tried as much as possible and completed the research.

## **CHAPTER FOUR**

### **PRESENTATION AND INTERPRETATION OF FINDINGS**

#### **4.0 Introduction**

This chapter contains the presentation and interpretation of the research findings got from the Ministry of Defence headquarter departments that includes; Logistics, Procurement, Policy and Planning among others and the Land Forces that includes Artillery, Air Defece, Motorised, Marine, Armour and Infantry. The Air Force declined to give information. The chapter begins with the organizational characteristics and also describes the demographic characteristics of respondents. Descriptive statistics, correlations and regressions were also used to generate the results of this chapter.

#### **4.1 Organizational Characteristics**

The Ministry of Defence is made up of two Services namely; the Land Forces with their head quarters in Bombo and the Air Forces with their head quarters in Entebbe all reporting to the Strategic headquarters in Mbuya.

##### **4.1.1 (a) MOD Head quarters**

Policy and planning had majority of respondents comprising of 60.5%. Others had 19.8% of respondents while logistics and procurement accounted for 9.3% and 10.5% respectively. Details are in table 4.1.1(a).

**Table 4.1.1 (a) Organization Departments**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Logistics</b>	8	9.3	9.3
<b>Procurement</b>	9	10.5	19.8
<b>Policy and Planning</b>	52	60.5	80.2
<b>Others(please specify)</b>	17	19.8	100.0
<b>Total</b>	86	100.0	

Source: Primary data

#### 4.1.1 (b) Land Forces

The results in table 4.1.1 b) reveal that most respondents in land forces belonged to motorized accounting for 60.5%. Others included land forces HQ (10.5%), infantry (9.3%), marine (9.3%), armour (4.7%), artillery (3.5%) and air defence (2.3%).

**Table 4.1.1(b) Services/ Branches**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Land forces HQ</b>	9	10.5	10.5
<b>Artillery</b>	3	3.5	14.0
<b>Air Defence</b>	2	2.3	16.3
<b>Motorized</b>	52	60.5	76.7
<b>Marine</b>	8	9.3	86.0
<b>Armour</b>	4	4.7	90.7
<b>Infantry</b>	8	9.3	100.0
<b>Total</b>	86	100.0	

Source: Primary data

#### 4.1.2 Period the Departments have been operating

Most departments in the Ministry of Defence had operated in the range of (6-10) years accounting for 27.9%. Other departments which have operated for less than 5 years, 11-15 years, 16-20 years, 21-25 years and 26-30 years account for 10.5%, 16.3%, 16.3%, 12.8% and 16.3% respectively (figures are provided in table 4.1.2).

**Table 4.1.2 How long has your department been operating?**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Less than 5 yrs</b>	9	10.5	10.5
<b>6 - 10 yrs</b>	24	27.9	38.4
<b>11 - 15yrs</b>	14	16.3	54.7
<b>16 - 20yrs</b>	14	16.3	70.9
<b>21 - 25yrs</b>	11	12.8	83.7
<b>26 - 30 yrs</b>	14	16.3	100.0
<b>Total</b>	86	100.0	

Source: Primary data

#### 4.1.3 Number of employees working in the departments

According to the results in table 4.1.3, most departments had employees in the range of (05-49) accounting for 57%. Other departments had employees in the range of (0-4), (50-99) and over 100 employees comprising of 3.5%, 8.1% and 31.4% respectively.

**Table 4.1.3 How many employees are working in your department?**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>0 -4 employees</b>	3	3.5	3.5
<b>05 - 49 Employees</b>	49	57.0	60.5
<b>50 - 99 Employees</b>	7	8.1	68.6
<b>Over 100 Emplo`yees</b>	27	31.4	100.0
<b>Total</b>	86	100.0	

Source: Primary data



## 4.2 Sample characteristics of respondents

### 4.2.1 Gender

The results in table 4.2.1 revealed that a total number of 86 responses were received from the Services/Branches of both the Ministry of Defence headquarters and the Land Forces. Of the 86 respondents, 61 were male and only 25 female. This represents 70.9% and 29.1 respectively. These results demonstrate that the Uganda peoples Defence Forces is mainly dominated by males than females. However, this has a historical perspective of the Ugandan Armies as recruitment mainly targeted males only. Though recent developments have seen women encouraged to join the forces, the culture and social/opinion of the profession still favors men hence a reason as to why they are still dominant.

**Table 4.2.1 Gender characteristics**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Male</b>	61	70.9	70.9
<b>Female</b>	25	29.1	100.0
<b>Total</b>	86	100.0	

**Source:** Primary Data

### 4.2.2 Age of respondents

The results in table 4.2.2 reveal that most (62.8%) of the respondents were aged between 31- 40 years. This is followed by respondents who were between 20-30 age (19.8%). The respondents between 41 and above years were (16.3%) and those below 20 years accounted for (1.2%). This revealed that majority of respondents were of mature age.

**Table 4.2.2 Age of respondents**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Below 20 yrs</b>	1	1.2	1.2
<b>20 - 30yrs</b>	17	19.8	20.9
<b>31 - 40yrs</b>	54	62.8	83.7
<b>41 and above yrs</b>	14	16.3	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

#### **4.2.3 Marital status of respondents**

The results in table 4.1.3 revealed that majority of UPDF procurement practitioners were married presenting 70.9% while 20.9% were single and 4.7% widowed. Only 3.5% procurement practitioners were divorced.

**Table 4.2.3 Marital status of respondents**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Married</b>	61	70.9	70.9
<b>Widow</b>	4	4.7	75.6
<b>Divorced</b>	3	3.5	79.1
<b>Single</b>	18	20.9	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

#### **4.2.4 Level of education of respondents**

The results in table 4.2.4 reveal the level of education of respondents in the Ministry of Defense. According to the results revealed, majority of respondents were degree holders accounting for 44.2%, diploma holders accounting for 25.6%, and only masters officers comprising of 24.4%. Among the respondents only 1.2% and 4.7% of procurement practitioners had secondary and certificate education attained.

**Table 4.2.4 Level of education of respondents**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Secondary</b>	1	1.2	1.2
<b>Certificate</b>	4	4.7	5.8
<b>Diploma</b>	22	25.6	31.4
<b>Degree</b>	38	44.2	75.6
<b>Masters</b>	21	24.4	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

#### **4.2.5 Professional qualifications of respondents**

The results in table 4.1.5 revealed that majority of respondents had ACA professional qualification accounting for 58.1%. 14% and 16.3% of respondents had CIPS and other professional qualification respectively. Only 3.5% and 8.1% had professional qualifications in CMA and CISCO respectively.

**Table 4.2.5 Professional qualifications attained**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>CIPS</b>	12	14.0	14.0
<b>CMA</b>	3	3.5	17.4
<b>ACCA</b>	50	58.1	75.6
<b>CISCO</b>	7	8.1	83.7
<b>Others (please specify)</b>	14	16.3	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

#### **4.2.6 Job tenure of respondents**

The results in table 4.1.6 revealed that majority of procurement practitioners in the UPDF had a working period of (1-4) years accounting for 39.5% followed by (5-9) years working period accounting for 29.1%. Only 18.6% and 12.8% of respondents had a working period of (10-14) years and 15 years and above respectively. These results indicated that majority of respondents had

a working experience of less than 5 years.

**Table 4.2.6 Job tenure of respondents**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>1 - 4yrs</b>	34	39.5	39.5
<b>5 - 9yrs</b>	25	29.1	68.6
<b>10 - 14yrs</b>	16	18.6	87.2
<b>15 yrs and above</b>	11	12.8	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

#### **4.2.7 Job level of respondents**

The results in the table 4.2.7 reveal that most civilian respondents in UPDF were at the level Officer and Senior officer, accounting for 46.5% and 44.2% respectively. There was only one commissioner accounting for 1.2% while principal and assistant commissioner comprised of 4.7% and 3.5% respectively.

**Table 4.2.7(a) Job level of respondents**

**(MOD Civilian employees)**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Officer</b>	40	46.5	46.5
<b>Senior</b>	38	44.2	90.7
<b>Principal</b>	4	4.7	95.3
<b>Assistant Commissioner</b>	3	3.5	98.8
<b>Commissioner</b>	1	1.2	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

#### 4.2.8 Level of respondents

The results in table 4.2.7 (b) reveal that most of the military respondents had ranks of Major-Colonel accounting for 72.1%. Ranks of Colonel-Major General accounted for 17.4% and Lieutenant-Captain accounted for 10.5%.

**Table 4.2.7 (b) Level of respondents**

**(UPDF Officers and Other ranks)**

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Junior officers (Lt – Capt)</b>	9	10.5	10.5
<b>Senior officers (Maj – Col)</b>	62	72.1	82.6
<b>Generals (Brig - Maj Gen)</b>	15	17.4	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

The results in table 4.2.8 show that most respondents were from user departments (58.1%). These were followed by members of contracts committee (15.1%), members of procurement and disposal unit (15.1%) and others (9.3%). The rest comprised of the Accounting officer and other top managers in MOD accounting for only 2.3%.

#### 4.2.8 Level of position of respondents

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<b>Accounting Officer</b>	1	2.3	2.3
<b>Member Contract Committee</b>	13	15.1	17.4
<b>Member of Procurement &amp; Disposal Unit</b>	13	15.1	32.6
<b>User Department</b>	50	58.1	90.7
<b>Other (Specify)</b>	9	9.3	100.0
<b>Total</b>	86	100.0	

**Source:** Primary data

### 4.3 Relationship between study variables

#### 4.3.0 Introduction

Pearson correlations were used to explore the nature of relationships between the variables presented in table 4.3.1. Responses to all item scales in this study were anchored on a five point Likert scale reflecting the degree to which they disagreed or agreed with the statements. The respondents were observed to exhibit relatively high means for the independent or predicting variables.

#### 4.3.1 Ethical culture, strategic sourcing and Compliance with the PPDA Laws

The results in table 4.3.1 indicates a positive and significant relationship between strategic sourcing and ethical culture ( $r = .462, p < 0.01$ ). This implies that in case of any improvement in the ethical culture of the forces there is likelihood of improvement in strategic sourcing.

Also the relationship between ethical culture and Compliance with the PPDA act is significant and positively correlated ( $r = .330, p < 0.01$ ) implying that an improvement in the ethical culture of the armed forces could also improve the Compliance with the PPDA act of the forces. However, it is worth noting that the relationship between ethical culture and strategic sourcing is more highly correlated than the relationship between ethical culture and Compliance with the PPDA act.

**Table 4.3.1 Relationship among study variables**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Ethical Culture	1			
2. Strategic Sourcing	.462**	1		
3. Compliance with the PPDA act	.330**	.676**	1	
4. Force Sustainability	.525**	.612**	.484**	1

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

**Source:** Primary data

#### **4.3.2 The relationship between strategic sourcing and sustainability of forces**

The results in table 4.3.1 further showed that there is a positive and highly significant correlation between strategic sourcing and force sustainability ( $r = .612$ ,  $p < 0.01$ ). This implies that an improvement in the strategic sourcing within the forces could cause an improvement in the force sustainability.

#### **4.3.3 The relationship between ethical culture and sustainability of the force**

The findings also reveal a significant positive relationship between ethical culture and force sustainability ( $r = .525$ ,  $p < 0.01$ ). This means that the more the officers embrace ethical culture the better the performance in sustainability of the armed forces. For example by UPDF having strict guidelines for enforcing ethical standards amongst the sourcing officers, has greatly improved the sustainability of its forces.

#### **4.3.4 The relationship between Compliance with the PPDA laws and sustainability of the forces**

Compliance with the PPDA act was observed to be significantly positively correlated with force sustainability ( $r = .484$ ,  $p < 0.01$ ). This implies that an improvement in the former could lead to better results in the latter. For example, UPDF regularly updating the master procurement plan, a requirement of the PPDA Act has greatly improved procurement system hence leading to efficient sustainability of forces in the Ministry of Defence.

**Table 4.3.5 Multiple regression analysis with Compliance to the PPDA Act as the dependent variable and strategic sourcing and ethical culture as the predictors**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	$\beta$	Std. Error	Beta			
	(Constant)	-1.794	.680			
1.	Ethical culture	.536	.161	.305	3.322	.001
2.	Strategic sourcing	.623	.188	.390	3.321	.001
3.	Compliance with Act	.214	.197	.120	1.085	.281
<b>Dependent Variable: Force Sustainability</b>						
R Square	.457		F Statistic		23.017	
Adjusted R Square	.437		Sig.		.000	

**Source:** Primary data

The results in table 4.3.2 indicate that ethical culture and strategic sourcing are significant predictors of force sustainability accounting for 43.7% of the variance. Surprisingly, compliance with PPDA Act is not a significant predictor for force sustainability.



## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary and discussion of the findings. It contains information about the variables and the results in relation to the literature as guided by research objectives. This also presents conclusions, recommendations and areas for further research.

#### **5.1 Summary of findings**

According to table 4.3.1, the results revealed that ethical culture and strategic sourcing are significant indicators of force sustainability. Furthermore, the results indicated that compliance with PPDA Act of UPDF procurement officers is not a significant predictor of force sustainability.

#### **5.2 Discussion of findings**

##### **5.2.1 Ethical culture is a significant predictor of force sustainability**

Ethical culture of UPDF procurement officers was found to be a significant predictor of force sustainability in the Ministry of Defence. This argument is further supported by Lawton (1998) that ethical culture constitutes a set of principles frequently defined as a code of conduct; that is, a framework for actions. Therefore since the Ministry of Defence does an extra mile to deliberately re-enforce organizational culture along defined parameters, it is likely to achieve specific behavior patterns in its organizations hence sustaining the force.

Nisbett (2003) further argued that by “culture” we mean the thought processes and beliefs that particular groups use to understand the world. If culture does influence UPDF procurement

officers in their decision-making processes, then efforts by Ministry of Defence to promote the internationalization of their work forces may impact decision making in ways that will favorably sustain the force.

### **5.2.2 Strategic sourcing is a significant predictor of force sustainability**

Strategic sourcing was found to be a significant predictor of force sustainability. This is further supported in Government of Uganda Defence White paper (2004) that it is a strategic sourcing desire by UPDF to have a better equipped Force. Therefore, the strategic sourcing is bound to influence procurement officers' decision to source strategic key products and services either locally or internationally based on organizational strategic perception about sourcing that will sustain the force.

### **5.2.3 Compliance with the PPDA laws is not a significant predictor of force sustainability**

Compliance with the PPDA Act according to results in table 4.3.1 was found to be a non significant predictor of force sustainability. This was contrary to Trevino and Youngblood (1990) argument that if organizations reward employees for their ethical conduct, they will be motivated to perform ethically. In such circumstances, ethical compliance with the law shall be high and ensure sustainability in the organization.

Thorne et al. (2003) echoed that ethical compliance is context-specific, in that UPDF procurement officers may act differently in different contexts. An example commonly cited in some procurement is the fact that kickbacks/commissions in most businesses have become accepted norms which suggests that unethical behavior may become a norm in certain contexts. This is further supported in the theory of planned behavior by Ajzen (1991) that officers usually choose to behave in a specific way that is in line with the norm or that is within the approval of their peers. Compliance therefore does not always have to be ethical stream lined to lead to sustainability in

organizations. Sustainability is sometimes a result of a pattern of activities that only conform to specific situations.

### **5.3 Conclusion**

Overall, it was observed that ethical culture and strategic sourcing are significant predictors of force sustainability. It was further noted that compliance with PPDA Act is not a significant predictor of force sustainability.

### **5.4 Recommendations**

The following recommendations are proposed from the study findings and conclusions.

Since findings reveal that ethical culture and strategic sourcing are significant predictors of force sustainability, top management in the Ministry of Defence should not neglect these two variables when enforcing force sustainability.

It is also recommended that UPDF procurement officers should be exposed to ethical culture of the Ministry of Defence so that ethical code of conduct is in practice.

Furthermore, since the study revealed a positive and significant relationship between ethical culture and force sustainability, top UPDF officers should have a critical role in promoting commitment of ethical culture to enhance force sustainability.

### **5.5 Suggested areas for further research**

Since the findings reveal that compliance with the PPDA Act is not a significant predictor of force sustainability, further research should be done to find out why UPDF procurement officers' compliance with PPDA laws has a less impact on force sustainability.

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**ANNEX 1 TO:**

**STRATEGIC  
SOURCING,  
ETHICAL CULTURE  
COMPLIANCE AND FORCE  
SUSTAINABILITY**

**MAKERERE UNIVERSITY BUSINESS SCHOOL**

Dear Respondent, I am undertaking a study on: **STRATEGIC SOURCING, ETHICAL CULTURE, COMPLIANCE AND FORCE SUSTAINABILITY; A CASE OF UGANDA PEOPLES' DEFENCE FORCES (UPDF)**. The study is part of the requirement for the award of Masters of Science in Procurement and Supply Chain Management, Makerere University. You are kindly requested to respond to the statements appropriately as this will help me complete this study. The information you avail to me shall be handled with utmost confidentiality and purposely for this academic requirement only. Thank you in advance.

**SECTION ONE: BACKGROUND INFORMATION OF THE ORGANISATION**

1. Name of the Organization.....

2. Service/Branch;

a. MOD

- (1) Logistics  1 (2) Procurement  2 (3) Policy and Planning  3  
(4) Others (Please specify)  4

b. LAND FORCES

- (1) Land Forces HQ  1 (2) Artillery  2 (3) Air Defence  3  
(4) Motorized  4 (5) Marine  5 (6) Armour  6  
(7) Infantry  7

c. AIRFORCE  1

3. How long (years) has your department been operating?

Less than 5yrs  6 – 10yrs  11-15yrs  16 -20yrs  21-25yrs   
26- 30yrs

4. How many employees are working in your department?

0-4 Employees  05-49 Employees  50-99Employees   
Over 100 Employees

## SECTION TWO: DEMOGRAPHIC DATA OF RESPONDENTS

1. Names (Optional) .....

2. Gender (i) Male  (ii) Female

3. Age bracket (i) Below 20yrs  (ii) 20 – 30 yrs

(iii) 31 - 40 yrs  (vi) 41 and above yrs

4. Marital Status (i) Married  (iii) Divorced   
(ii) Widow  (iv) Single

5. Highest level of education attained

(i) Primary  (ii) Secondary  (iii) Certificate  (iv) Diploma

(v) Degree  (vi) Masters  (vii) PHD

6. Professional Qualifications attained

CIPS  CMA  ACCA  CISCO

Others (please specify)

7. How long have you worked in this organization/department?

(i) 1-4yrs  (ii) 5-9yrs  (iii) 10-14yrs  (iv) 15yrs and above

8. Position in the Organization

Officer  Senior  Principal  Asst Com

Commissioner

Other ranks  Lt  Capt  Maj – Lt Col

Col – Maj Gen

9. Level of participation in the procurement process

Accounting Officer	Member Contract Committee	Member of Procurement & Disposed Unit	User Department	Others (Please specify)
1	2	3	4	5

**SECTION THREE:**

In the following section indicate the measure of agreement or disagreement with the statements raised. Your choice is guided by the measures of, 1-Strongly Disagree (SD), 2-Disagree (D), 3-Note Sure (NS), 4-Agree (A) and 5-Strongly Agree (SA).

SS	Strategic sourcing	Strongly Disagree (1)	Disagree (2)	Not Sure	Agree	Strongly Agree
SS1	UPDF has plans and budgets for each requirement and focuses on high priority projects, goods or service purchases.	1	2	3	4	5
SS2	There are processes in place to frequently review their current demand forecasts and estimates of all user departments	1	2	3	4	5
SS3	UPDF procurement obtains feedback from user departments and frequently evaluates the current spend vis-à-vis their needs and requirements	1	2	3	4	5
SS4	There are processes in place to frequently review their current spend for each category of products and services.	1	2	3	4	5
SS4	UPDF has goals and targets in place to maximize value for the quality and cost of goods and services purchased.	1	2	3	4	5
SS5	There are procurement strategies in place which put into consideration technical requirements, budgetary restraints, number of suppliers and/ or the risks involved.	1	2	3	4	5
SS6	There are has procedures in place for solicitation, bidding, and a supplier screening process	1	2	3	4	5
SS7	UPDF procurement frequently conducts market	1	2	3	4	5



	assessments in relation to issues like pricing, availability or supply of all their products and services.					
SS8	UPDF procurement has processes to efficiently handle ad hoc demand requirements for of all their critical products and services.	1	2	3	4	5
SS9	UPDF procurement has an established system and process in place for identifying the new or potential suppliers	1	2	3	4	5
SS10	UPDF procurement has in place a detailed requirements document from all user departments	1	2	3	4	5
SS11	UPDF procurement frequently reviews the current supply base to assess the performance of the existing suppliers for all their products and/or services	1	2	3	4	5
SS12	UPDF procurement has in place a detailed solicitation document which includes key terms, project goals, bid collection methods, time lines, product or service requirements, award criteria, delivery times, or other relevant information	1	2	3	4	5
SS13	UPDF procurement has in place a fair and transparent process that is not subject to fraud and violation of policy and is used for submission of bids capturing solicitation responses from suppliers.	1	2	3	4	5
SS14	There are standardized process, used in the evaluation and comparison of bids/responses and capable of organizing them into an easily quantifiable format.	1	2	3	4	5
SS15	UPDF procurement always informs their suppliers of the outcome of the bidding process through standard and formally written documentation	1	2	3	4	5
SS16	UPDF procurement always enters contractual relationships with all its award winning suppliers of products and services	1	2	3	4	5
SS17	UPDF has performance metrics in place for measuring, tracking and monitoring supplier performance on an ongoing basis over the course of the contract.	1	2	3	4	5
SS18	UPDF in its Strategic sourcing approach is geared towards sustainable cost reductions	1	2	3	4	5
SS19	UPDF aims at achieving long term supply stability in its procurements	1	2	3	4	5
SS20	UPDF in its Strategic sourcing approach has led	1	2	3	4	5

	to minimization of supply risks					
SS21	UPDF has a minor level of responsibility to its suppliers	1	2	3	4	5
SS22	Suppliers advise UPDF on product design	1	2	3	4	5
SS23	UPDF considers internationally accepted standards in their sourcing practices	1	2	3	4	5
SS24	UPDF considers organizational reputation and image protection when sourcing her inputs	1	2	3	4	5
SS25	Procurement has been effective on service delivery in UPDF	1	2	3	4	5
SS26	There is planning, evaluation and quality control considerations in the sourcing activities by the UPDF	1	2	3	4	5
SS27	The Force employs professionals to manage its sourcing activities	1	2	3	4	5
SS28	The procurement process in UPDF leads to reduced lead-time and improving on-time delivery	1	2	3	4	5

### **Compliance with PPDA**

CPL1	The Contracts committee is in place and performing its roles.	1	2	3	4	5
CPL2	Procurement and Disposal Unit is staffed to perform its roles	1	2	3	4	5
CPL3	Procurement and Disposal Unit is facilitated to perform its functions	1	2	3	4	5
CPL4	Standard public procurement forms are filled in the PDE	1	2	3	4	5
CPL5	Standard bidding documents are used in this PDE	1	2	3	4	5
CPL6	Procurement and Disposal files for all contracts	1	2	3	4	5

	awarded are available and safely kept.					
CPL7	In UPDF, Public procurement reference numbers are used in the right format recommended by PPDA	1	2	3	4	5
CPL7	In UPDF, Departmental procurement plans are in existence	1	2	3	4	5
CPL8	In UPDF, the master procurement plan is in existence	1	2	3	4	5
CPL9	Monthly procurement reports are made	1	2	3	4	5
CPL10	All procurement records are being kept	1	2	3	4	5
CPL11	In UPDF, monthly procurement reports are submitted to the public procurement and Disposal of Public Assets Act.	1	2	3	4	5
CPL12	In UPDF, delegation of any procurement activity and/or function is in writing.	1	2	3	4	5
CPL13	A list of pre-qualified providers is available	1	2	3	4	5
CPL14	A list of pre-qualified service providers is reviewed after 03 years	1	2	3	4	5
Cpl15	Procurement methods are approved by contracts committee.	1	2	3	4	5
CPL16	Procurement thresh holds are adhered to.	1	2	3	4	5
CPL17	All PDU's in UPDF have notice boards and are being utilized.	1	2	3	4	5
CPL18	Independence of roles and responsibilities of all persons involved in the procurement process is being upheld.	1	2	3	4	5
CPL19	UPDF has a procurement ethical code of conduct as stipulated in the PPDA regulations and guidelines for both staff and providers	1	2	3	4	5
CPL20	There are well developed policies to minimize un-ethical compliance in the Force	1	2	3	4	5
	<b>Ethical Culture</b>	1	2	3	4	5
EC1	Management in UPDF disciplines unethical behavior when it occurs.	1	2	3	4	5
EC2	Employees in UPDF perceive that people who violate the professional code of ethics still get formal organizational rewards	1	2	3	4	5
EC3	Penalties for un ethical behavior are strictly enforced in this organization.	1	2	3	4	5
EC4	The top managers in this organization present high ethical standards	1	2	3	4	5
EC5	People of integrity in this organization are	1	2	3	4	5

	rewarded					
EC6	Top managers in this organization guide decision making in an ethical direction	1	2	3	4	5
EC7	Top managers in UPDF regularly show that they care about ethics	1	2	3	4	5
EC8	Top managers in UPDF are models of unethical behavior.	1	2	3	4	5
EC9	Top managers of UPDF guide decision making in an ethical direction	1	2	3	4	5
EC10	Ethical behavior is rewarded in this organization	1	2	3	4	5
EC11	Professional ethic code requirements are consistent with informal organizational norms.	1	2	3	4	5
EC12	This organization demands obedience to authority without question	1	2	3	4	5
EC13	People in this organization are expected to do as they are told	1	2	3	4	5
EC14	In my organization, there is a conflict between the work standards and procedures of the organization and my ability to act according to my professional judgment.	1	2	3	4	5
EC15	The boss is always right in this organisation	1	2	3	4	5
	UPDF sourcing officers act in accordance to the Force's ethical code of conduct	1	2	3	4	5
EC16	UPDF has strict guidelines for enforcing ethical standards amongst the sourcing officers	1	2	3	4	5
<b>FS</b>						
	<b>Force sustainability</b>					
		1	2	3	4	5
FS1	The UPDF has an up to date records on the strength of both active forces and Reservists	1	2	3	4	5
FS2	The UPDF has up to date records of its assets in all the units.	1	2	3	4	5
FS3	The UPDF has up to date records of the consumables for all its forces	1	2	3	4	5
FS4	The UPDF employs qualified and competent procurement staff in all its Procurement departments	1	2	3	4	5
FS5	There are sufficient numbers of procurement staff with capabilities and expertise, and high levels of readiness to handle normal and emergency situations.	1	2	3	4	5
FS6	The UPDF has trained and equipped its	1	2	3	4	5

	entire procurement staff with relevant skills and expertise in procurement management.					
FS7	The UPDF has enough and readily available funds to source from anywhere within the country and abroad, products and services required for the operations.	1	2	3	4	5
FS8	The UPDF has a standard procurement procedure that ensures timely delivery of products and services	1	2	3	4	5
FS9	The UPDF procurement always avoids bureaucratic procedures when handling emergency purchases	1	2	3	4	5
FS10	The UPDF has enough funds to deploy its forces anywhere within the country and abroad and in sufficient numbers and expertise at high levels of readiness to handle normal and emergency situations.	1	2	3	4	5
FS11	The UPDF has managed to control the unnecessary operational costs in its operations.	1	2	3	4	5
FS12	The UPDF has enough equipment for deployment anywhere and at high levels of readiness to handle even emergency situations.	1	2	3	4	5
FS13	The UPDF has managed to source for and maintain all high technology equipment in service and in excellent condition readily available for usage at any given point of time.	1	2	3	4	5
FS14	The UPDF has managed to minimize the operational costs of its equipment in service, manifested in terms of additional wear and tear.	1	2	3	4	5
FS15	The UPDF has sufficient funds to pay for all the salaries and allowances for the whole force.	1	2	3	4	5
FS16	The Force is equipped with adequate supplies at right time for right missions	1	2	3	4	5
FS17	There is an integration of strategic, operational and tactical sustenance in the Force to support the Force in its missions	1	2	3	4	5

	and tasks					
FS18	The force has experienced delays in the mobilization and deployment of units, personnel, equipment and supplies in her missions as a result of sourcing problems.	1	2	3	4	5
FS19	The UPDF has engaged in prolonged and failed missions due to inadequacy in sustaining the personnel and equipment welfare	1	2	3	4	5
FS20	Improvement in the operational supply functions can improve sustainability in the Force	1	2	3	4	5
FS21	The UPDF staff turnover rate is very low at all ranks	1	2	3	4	5
FS22	The UPDF has a fully functional Research and Design department in place.	1	2	3	4	5
FS23	The UPDF is effectively supported with necessary logistic support to swiftly carry out operations in time	1	2	3	4	5