



RELEVANCE OF AFRICAN SOCIO-CULTURAL VALUES IN CURBING CORRUPTION IN PUBLIC PROCUREMENT

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Abstract:

The paper aims at determine the relevance of African socio cultural values in curbing corruption in public procurement. The hypotheses tested in this study were adopted from review of literature in a cross sectional study. Confirmatory Factor analysis was used to confirm, reduce and simplify data, in regression models and test the existence of well-defined dimensions of African socio-cultural values in curbing corruption in public procurement. The empirical findings indicate that of the three variables which are social values, cultural value and self efficacy are significant factors in influencing transparency, accountability and ethical compliances in curbing corruption in public procurement. The implication of the findings indicate that for curbing corruption in public procurement to be improved, focus needs to be placed on inclusion of socio cultural values in public procurement reforms.

Keywords:

African Socio-Cultural Values, Corruption, Public Procurement

1. Introduction

The issue of corruption in public procurement has received a good deal of attention at local and international levels in recent years. This is because most of Governments are facing challenges of infusing accountability, transparency and ethical compliances accompanied with increasing scandals in public procurement which calls public debates and media attention (Jibrin et al., 2014; Araujo et al., 2005). These corruption scandals have negative impact to Governments and entire public procurement profession. Despite the fact that the synthetic reconstruction of public procurement practitioners' habits wasn't added to the body plan of the public procurement reforms at first. An option of human behaviour element in public procurement can help to explain and revealing entire logic of public procurement reforms and the very nature of changing procurement practitioners' habits.

In the context of human transactions accountability, transparency and ethical compliances is about moral wholeness – a consistency between what a person believes, professes and does (Valencia, 2016). There are mutual influences between thought styles and the procedural "rules of the game" that are developed by a community of scientists, operating in a larger social context, to establish and maintain certain types of institutions and reward systems, styles of presentation, attitudes toward competition and cooperation, and relationships between science, technology and society (Rusbult & Van Lange, 2003).

In today's environment of rapid change and uncertainties, with extraordinary reforms and transformations, major threats in public procurement are transparency, accountability and ethical compliances (Fijnaut & Huberts, 2002). Socio-cultural values (SCVs) are part of life style of particular society that distinguishes it from other communities with features and characteristics like social values and cultural which are hard to be abandoned (Khalili & Retnowati, 2013; Băbeanu, et al., 2015). The way in which we make ethical decisions is based on some key ethical principles that have evolved to form the basis of biomedical ethics. They include autonomy, beneficence, non malfeasance, justice and sometimes veracity. Valuable traditional principles which are disregarded provides basis for sustainable solutions to development challenges.

Some scholars believe that corruption in Africa and other developing regions arises from the existence of cultural norms and behaviors, underdeveloped, poor education, and poverty (Jabbara, 1976; Kamoche et al., 2004). Other researchers believe that corruption in Africa is related to the clash between traditional and foreign norms that

accompany modernisation and industrial development (Mbaku, 1996). As such, corruption is seen as an unavoidable consequence of economic modernization and political development (Alam, 1989; Bayley, 1966). However, it is clear that economic development, westernized socio cultural values and education are by no means a guarantee for eliminating corruption. In current literature, corruption is often seen as deep-rooted, common and permanent; it is in all social systems, cultural and societal behaviours (Alatas 1990; Williams 2000; Omosegbon, 2010)

1.1 Nexus of Social Cultural Values and Corruption

Despite a comprehensive legislative framework, the Southern African countries have not escaped from the shameful list of corrupt states (Habtemichael, 2009; Carr, 2009). In practice, however, government has been accused of not doing nearly enough to fight corruption (Tangri & Mwenda, 2006). Those accused of corruption, especially the powerful elites, are never held to account, and continue to hold public office (Nwabuzor, 2005). This evidence confirms that endemic corruption in Southern Africa is linked to the indication of poor economy thus sweeping and radical measures to arrest corruption are highly necessary.

Control and containment of corruption, is one of procurement profession's more important roles in society, but fraught with difficulties and temptations that put procurement professions at risk of being sidetracked, confused or (worse yet) corrupted (Christensen & Cheney, 2014; Arrowsmith, et al., 2000). The absence of effective accountability, transparency and ethical compliances mechanisms has meant that government actors either fail to follow the prescriptions of law, or manipulate them (Peruzzotti & Smulovitz, 2006; Black, 2001). In official policy, most governments have acknowledged magnitude of problem of corruption and have established various mechanisms to fight it, including enactment of anti-corruption laws, one of which established corruption watchdogs (Heilbrunn, 2004; De Sousa, 2010).

Aspects of public procurement process nevertheless render it particularly vulnerable to anticompetitive and corrupt practices (De Sousa, 2010; Meagher, 2005). Resulting loss to public infrastructure and services, whether in quality or range, typically has heaviest detrimental impact on most disadvantaged in society, who rely on public provision to greatest extent (Engle, et al., 2007; Power & Wilson, 2000). This leads to high price levels of businesses. Overall, corruption reduces efficiency and increases inequality. In general, according to Achua (2011) moneys lost because of subversion of public procurement process represent wastage of public funds.

Every culture includes a somewhat different web of patterns and meanings: ways of earning a living, systems of trade and government, social roles, traditions, expectations for behaviour, attitudes toward other cultures, and beliefs and values about all of these activities (Inglehart & Norris, 2003; Jasper, 2008). Based on the concepts of ethical relativism, if someone holds to moral standards that differ from those of the prevailing group culture, then that person must adapt to the prevailing standards to avoid acting unethically (Jones, et al., 2007; Etzioni, 2010). This means that, the selfishness of the individual is weakened by the needs of the group – the views of the group filter out the selfishness of the individual (Reisinger & Turner, 2012; Power & Wilson, 2000). Unusual behaviours in some occasions, may be considered either merely amusing, or distasteful, or punishably criminal (Becker, 2017; Esmail, et al., 2013).

One of the strongest arguments against ethical relativism comes from the assertion that universal ethical and/or moral standards can exist even if some practices and beliefs vary among cultures. In other words, it is possible to acknowledge cultural differences and still find that some of these practices and beliefs are wrong. Consider a discussion of claims like "Morality is just a matter of opinion" or "It may be wrong for you but it's not wrong for me" or "Other cultures have different morals than we do and we can't judge them" is unavoidable in these courses.

In actual fact, it may also be inappropriate to speak of a "national" culture in the African context, primarily because many African countries are a collection of diverse ethnic groups struggling to establish a "national" identity following their forced "amalgamation" by European colonialists (Kamoche et al., 2004). In addition, cultural dimensions have been found to vary across different countries and different tribes. Here it is noted that, cultural relativism can also be criticised for being of limited practicability in workplaces with contrasting (bi-polar) cultural groups. Although many studies have been conducted to investigate issues in cross-cultural business (Blocker, 2011; Pauleen, 2010; Standifer, 2010), to the best of our knowledge, few and may be none has focused on the impact of culture on the ethical compliance.

Understanding SCVs is critical because it can dramatically influence how individuals observe and interpret the business world around them, for example, whether they perceive situations as opportunities or threats of corruptions in public procurement (Gaglio, & Katz, 2001; Thomas, 2008). Schiffman and Kanuk (1983) cited by Wilson and

Gilligan (1997) collaborate this by indicating that the individual develops a sense of achievement, individualism and freedom of action, success, efficiency, humanitarianism and these are the key drivers of behaviour. Zakaria and Abdul-Talib (2010) notes that national culture which underlines employee cultural values, beliefs and attitudes have remarkable impact on firms' performance and hence should not be undermined. This means, a person's culture likely affects his or her opinions about the "right or bad" procurement behaviour.

Previous research has investigated influence, causes and effects of corruption to public procurement (Barr & Serra, 2010; Sandholtz & Taagepera, 2005; Fan, 2002; Luo, 2008). Broadly speaking, these influences have been categorized as either individual or situational. Individual characteristics include things such as SCVs, cultural diversity within nations and the existence of "multi-tribal" states. This area offers promise in better understanding the causes of ethical behaviour in public procurement. Specifically, it is believed that SCVs, a major human dimension of public procurement, can significantly influence behaviours, attitudes, and other operational outcomes.

However, the relationship between SCVs and corruption may not be direct. It is likely that corruption is manifested through unfair and unjust policies, procedures, and decision making. Working in an environment characterised by balancing the interests of various stakeholders, leadership effectiveness and process integrity, corruption is likely to discourage feelings of commitment and loyalty by transactional stakeholders. Problems for ethical insensitivity causes firstly, the generally perceived failure to be able to give a convincing account for why one is justified in privileging their own interest and secondly, the secondary practical problem of difficulties in identifying what is and what is not in one's own self-interest.

In order to analyse more precisely the direct and indirect effects of SCVs and its nature, more granular data are needed. Some scholars have tried to assess these aspects by using sector-level data and the results are not clear cut. While most studies do not find any evidence of positive externalities and spillovers of SCVs on the ethical compliance in public procurement, some show that such positive effects appear but only with some time lag. It is claimed that public servants should seek a broad and solid understanding of ethical approaches and traditions (Pinto 2009), and look for methods for thinking about the link of culture and ethics in public procurement decision-making process (Delali, 2014; Namugenyi, 2012) because ethical requirements imposed onto governments, public administrations and public officials have become more demanding and diversified.

Extensive review of the literature indicates that although a large number of studies have examined effects of corruption in public sector, there is still relatively little theoretical and empirical research on relationship of SCVs and corruption (Park, 2003; Getz & Volkema, 2001; and Zyglidopoulos & Fleming, 2008). As Mutonyi (2003) and Ferguson (2018), have themselves recognised that there has been much discussion of the theory-practice gap in controlling corruption in public procurement, few direct empirical investigations have been conducted. To date, few studies have explored relationship of SCVs and corruption in curbing corruption within the context of Africa in general, and Tanzania in particular. This highlights need for further empirical research to provide greater understanding broader efforts to raise awareness on relevance of SCVs in curbing corruption in public procurement.

2. Methodology

This study was based on theoretical and review of previous literature to develop research propositions that culminated into formulation of conceptual framework. Being theoretical, its arguments and conclusions will be drawn from primary and secondary sources of information through an extensive review of scholarly literature relating to SCVs relating to mitigation and prevention in public procurement.

The study used a survey approach to collect data representing real phenomena in population from which study sample was drawn. Study focused on the relevance of African SCVs in curbing corruption in public procurement. A cross-sectional survey design was utilised to gather quantitative data to assess relationships between study variables. Usually, a cross-sectional study involves data collection that covers a one-off time period. Data collection of individual observations can occur at one point in time or may be over a period of days, weeks or months. In the case of current study, data collection period was over a period of four months in Dodoma City.

The aimed study is a non-experimental in a positivity philosophy, intended to include quantitative research. Stratified random sampling was used in selecting elements of a targeted population whereby some or more sample elements deliberately included and others excluded. Path Analysis Model based on hypotheses was used to analyse relationships between dependent and independent variables while maintaining connectivity of reliability, ethical

issues and objectivity of the study. Statistical tool of Microsoft excel and SPSS Model will be used for data input, analysis and presentation.

Data was collected using written questionnaires that were distributed to respondents during December 2021 and January 2022. Generally, 345 respondents participated in the study and a total of 334 questionnaires were found to be suitable for further analysis. As is often the case with similar studies, the authors used convenience sampling as the respondents were selected based on their accessibility and proximity (the proportion of the respondents included in the sample was 59.7%). On average, these participants were 24.6 years old (standard deviation of 1.70 years) and 30.9% of them were female. In all cases respondents had some kind of previous experience in SCVs and public procurement.

3. Results and Findings

Display of results and findings entail discussion of quantitative data collected through semi-structured questionnaires. In this study quantitative method was used in capturing data. Quantitative research is a formal systematic process in which numerical data which was used to obtain information linking SCVs dimensions (independent variable) and curbing corruption in public procurement (dependent variables) through its dimensions (accountability, transparency, and ethical compliances) in public procurement. In this study, quantitative analysis research method was used: firstly, to for saving time and resources; secondly, to enable replicability; and thirdly, to ensure easy interpretations, explanations, and conclusions and fourthly, eliminating or minimising biasness of judgment of African socio-cultural values in curbing corruption in public procurement.

3.1 Goodness of Fit

Goodness of fit estimates was used to determine how well hypothesised measurement model fits the observed correlation (within sampling error). In this case, model fit was based on three additional criteria: firstly, the roots mean square error of approximation (RMSEA); secondly, comparative fit index (CFI); and thirdly, the root mean square residual (RMR). For the case of this study, following recommended criteria were used to determine goodness of fit of the model to the data: RMSEA < 0.10, CFI > 0.85, RMR < 0.10 (Kline, 2005).

3.2 Confirmatory Factor Analysis (CFA)

In order to ascertain the degree of association between constructs under investigation, the Pearson correlation was computed. Table 1 below presents the correlations between the constructs. As can be seen, the correlations decrease as one move away from the main diagonal, meaning that the correlations decrease as a function of the number of lags between the factors – a typical feature of a correlation structure (Joreskog & Sorbom, 1984). The findings from the research indicate that the correlation between the independent variables and the dependent variable ranged from 0.558 to 0.867.

Table 1: Inter Item Correlations

S/N	Construct	1	2	3	4	5	6	7	8	9	10	11	12	13	14
A Cultural Values (CVs)															
1	Culture	1.0													
2	Attitude	.784*	1.00												
3	Beliefs	.820*	.760	1.00											
B Social Values															
4	School Influence	.759*	.753*	.667*	1.00										
5	Mass Media	.528*	.686*	.832*	.764*	1.00									
6	Reference Group	.682*	.768*	.721*	.558*	.841*	1.00								
7	Peer Influence	.682*	.768*	.785*	.697*	.754*	.682*	1.00							
C Self Efficacy															
8	Social Persuasion	.569*	.735*	.618*	.768*	.785*	.697*	.735*	1.00						
9	Mastery Experience	.692*	.567*	.572*	.658*	.805*	.689*	.764*	.571*	1.00					
10	Vicarious Experience	.765*	.628*	.684*	.584*	.721*	.804*	.567*	.695*	.717*	1.00				

11	Physiological States	.671*.734*.647* .803* .618*.592* .751*..594*.691*.832* 1.00
C Mitigation of Corruption		
12	Transparency	.770*.764*.637* .394* .767*.815* .568*.687*.597*.694*.587* 1.00
13	Accountability	.826*.867*.697* .730* .864*.764* .750*.624* .698*.756*.815* .695* 1.00
14	Ethical Compliances	.782*.697*.783* .862* .714*.697* .806*.657* .718*.672*.758* .589* .694*1.00

After analysis of fit indices and factor intercorrelations, in terms of intercorrelations, results explain the empirical relationships between the manifest variables measured. Accordingly, the relations between 334 empirical measures can be explained in terms of a 14-factors correlation structure.

3.3 Multiple Regression Analysis

Multiple regression analysis is used in exploring the pattern of relationship between SCVs dimensions (independent variable) and curbing corruption in public procurement (dependent variables) through its dimensions (accountability, transparency, and ethical compliances) while regression analysis test indicates level of confidence, direction and effect size of variables. The general equation and hypotheses of SVCs and CC in public procurement is formalised as:

$$SCVs = \beta_0 + \beta_i(CC) + \varepsilon; i = 1...3$$

Where: SCVs = Social Cultural Values; CC = Corruption Curbing representing independent variables,

β_i = Standardised Beta Coefficients; β_0 = Constant term and

ε = Standard Error term

Multiple regression analysis is well suited to test hypotheses in business and social science fields of research (Cohen *et al.*, 2003). The hypotheses propose a relationship between one or more factors (independent or predictor variables: $X_1, X_2 \dots, X_n$) and an outcome (dependent or criterion variable, Y).

In order to test and interpret interactions, predictors in interaction need to be centred to maximise interpretability and minimise multicollinearity problems that arise between lower order terms (for example X) and higher order terms (for example X*Y) in the regression equation. Centring of variables does not affect the slope of the regression equation or the coefficients of the higher order terms, but it does affect the lower order terms coefficients when such higher order terms are present in the equation.

3.3.1 Equation One: Effects of SVs in CC

$$SVs = \beta_0 + \beta_1(TR) + \beta_2(AC) + \beta_3(EC) + \varepsilon_0.$$

Where: SVs = Social Cultural Values; TR = Transparency; EC = Ethical Compliance

Since in regression analysis, range is $0 \leq R^2 \leq 1$ values closer to 1 indicating better fits, therefore CC provided a moderate fit in explaining variations in SVs. This was regressed as:

$$SVs = 0.738 + 0.626(TP) + 0.724(AC) + 0.876(EC)$$

$$R^2 = 69.5\%; SE = 0.022$$

From above calculated values, the regression analysis showed specified direction resulting to strong and positive relationship between SVs and CC and it was also statistically significant. This is verified with the fact that magnitude and directions of all standardised regression weights satisfied all requirements (at confidence level, $\beta < 0$) whereby β_1

is 0.738, indicating positive relationship (high values of one variable tend to occur together with increase values of the other variable) and thus consistent with the theory (i.e., positive signs). SVs is high and therefore increases mechanisms of curbing corruption and all were significant (at $p < 0.05$) as shown in Table 2.

Table 2: Effects of SVs in TCs

Path	β_0	R^2	B_2	SE	p -value	Cohen's d	Determinant	R^2	β	SE	Cohen's d
SVs \rightarrow CC	0.738	0.695	-0.824	0.626	0.017	0.729	TP	0.134	0.626	0.027	0.871
							AC	0.119	0.724	0.061	0.751
							EC	0.212	0.876	0.104	0.698

** $p < 0.1$, ** $p < 0.05$; *** $p < 0.001$ (two-tailed)*

3.3.2 Equation Two: Influence of CVs in CC

From calculations of regression analysis, range is $0 \leq R^2 \leq 1$ values closer to 1 indicating better fits and therefore CC provided a moderate fit in explaining variations in CVs. This was regressed as:

$$CVs = 0.695 + 0.598(TP) + 0.691(AC) + 0.762(EC)$$

$$R^2 = 73.1\%; SE = 0.009$$

From above analysis, the regression analysis showed specified direction resulting to strong and positive relationship between CVs and CC and it was also statistically significant. This is verified with the fact that magnitude and directions of all standardised regression weights satisfied all requirements (at confidence level, $\beta < 0$) whereby β_2 is 0.695, positive relationship (high values of one variable tend to occur together with increase values of the other variable) and thus consistent with the theory (i.e., positive signs). CVs is high and therefore increases mechanisms of curbing corruption and all were significant (at $p < 0.05$) as shown in Table 3.

Table 3: Influence of CVs in CC

Path	β_0	R^2	B_2	SE	p -value	Cohen's d	Determinant	R^2	β	SE	Cohen's d
CVs \rightarrow CC	0.695	0.731	-0.676	0.639	0.013	0.756	TP	0.141	0.598	0.019	0.757
							AC	0.127	0.691	0.023	0.684
							EC	0.164	0.762	0.044	0.724

** $p < 0.1$, ** $p < 0.05$; *** $p < 0.001$ (two-tailed)*

3.3.3 Equation Three: Influence of SE in CC

Basing on calculations of regression analysis, range is $0 \leq R^2 \leq 1$ values closer to 1 indicating better fits and therefore CC provided a moderate fit in explaining variations in CVs. This was regressed as:

$$SE = 0.738 + 0.626(SVs) + 0.724(CVs)$$

$$R^2 = 69.5\%; SE = 0.018$$

From above analysis, the regression analysis showed specified direction resulting to strong and positive relationship between SE and CC and it was also statistically significant. This is verified with the fact that magnitude and directions of all standardised regression weights satisfied all requirements (at confidence level, $\beta < 0$) whereby β_3 is 0.824, positive relationship (high values of one variable tend to occur together with increase values of the other variable) and thus consistent with the theory (i.e., positive signs). SE is high and therefore increases mechanisms of curbing corruption and all were significant (at $p < 0.05$) as shown in Table 4.

Table 4: Influence of CVs in CC

Path	β_0	R ²	B ₃	SE	p-value	Cohen's d	Determinant	R ²	β	SE	Cohen's d
SEs → CC	0.738	0.695	0.824	0.626	0.017	0.729	SVs	0.134	0.626	0.027	0.871
							CVs	0.119	0.724	0.061	0.751

* $p < 0.1$, ** $p < 0.05$; *** $p < 0.001$ (two-tailed)

4. Discussion

Despite the inconsistent findings of previous research, this study provides evidence that there is a direct positive link between SCVs and curbing corruption in public procurement. Thus, there are three paths in curbing corruption. The first path is to test influence African social values in curbing corruption in public procurement. The second path is to test to what extent the African cultural values curb corruption in public procurement while providing a nexus between self efficacy with accountability, transparency, and ethical compliances.

Results of this investigation support our hypotheses that African SVs are related to the ventures of curbing corruption in public procurement. Results indicate that higher levels of SVs are associated with higher levels of transparency, accountability and ethical compliances. Individual who is against corruption tend to invest excessive amounts of energy into sense of transparency, accountability and ethical compliances and to be uncomfortable with frauds, falsification and dishonest conduct in public procurement. Such fusion could extend to the larger community. As was discussed by Puttee (2005), Campos & Pradhan, (2007) Nwikina (2013), SVs in a society generated through school influence, mass media, reference group and peer influence tend to improve social ties or relations, justice, kindness, generosity, patriotism, perfection, and excellence truth can help to mitigate malpractices.

Results indicate that high levels of CVs are associated with higher levels of ethics, accountability and transparency. This suggests that individuals who are uncomfortable with CVs in relationships may not be actively involved in the larger community, indicating disconnection from a broader life-purpose as well as lack of transparency, accountability and ethical compliances. This results support an association between CVs and initiatives of curbing corruption in public procurement. It may be that highly reactive individuals with CVs have no difficulty in exhibiting transparency, accountability and ethical compliances with others and the larger community because social bond reduce social distance in their relationships. These results are in line with observation of Gilman (2005), Menzel (2009) and Idang (2015) who argued that CVs serve as the criteria its members use to determine what behaviour is appropriate, to guide self-presentation and to justify their choices to others.

The overall level of the participants was found to be moderate in the investigation of relevance of African socio-cultural values in curbing corruption in public procurement. A good deal of studies conducted among socio-cultural values, corruption and public procurement have stated parallel findings in line with the current finding (Morera, et al., 2006; D'Zurilla, 1998; Sager & Gastil, 1999). However, some researchers have reported lower levels of satisfaction of curbing corruption by using regulatory means (Treisman, 2007; Manzetti & Wilson, 2007).

In this study participants were found not to differ in relation to their gender perceptions on the methodology of curbing corruption in public procurement. Many studies in literature have reported no significant gender difference concerning socio-cultural values in solving decision making problems (Damania, et al., 2004; Azfar, et al., 2001; Hamarta and Arslan, 2010). On the other hand, female have been reported to be more satisfied on using socio-cultural values than their male colleagues in a number of studies in curbing corruption in public procurement (Aidt, 2003; Park and Blenkinsopp, 2011; Galtung, 2006; Azfar, et al., 2001). Yet, a few have noted that females are more satisfied on using SCVs than males in curbing corruption in public procurement (Treisman, 2007; Park & Blenkinsopp, 2011).

In the current study, the SVs (in terms of school influence, mass media, reference group, peer influence) did have any influence in curbing corruption in public procurement. Although some researches support this finding (Azfar, et al., 2001; Rothstein, 2011; Rose-Ackerman, 2013; Morris, 2008), many studies have reported that as participants' become more aware of SVs, their ability in curbing corruption in public procurement increases (Treisman, 2007; Park & Blenkinsopp, 2011). However, a few studies on SVs have implied that respondents have negative attitude in applying SCVs in curbing corruption in public procurement (Morera, et al., 2006; D'Zurilla, 1998).

The findings of the current study have figured out that type of SVs in which the participants originate lead to significant influence in curbing corruption in public procurement. Morris (2008) has also found SVs are of profound

influence in shaping our motivation to engage with bigger-than-self problems. However, cultural relativism can also be criticized for being of limited practicability in workplaces with contrasting (bi-polar) cultural groups (Adeleye, 2011, Pauleen, 2010, Standifer, 2010).

Overall, taking into account the former studies on SCVs, we can conclude that most respondents generally have reasonable levels of being satisfied in applying SCVs differences in curbing corruption in public procurement. Thereby, it can be suggested to conduct large scale studies to understand motives in ability of SCVs, and then attempt to reduce corruption in public procurement.

5. Study Conclusion, Contributions and Recommendations

SCVs in the paper were established to have many dimensions and could be seen to have three main thrust: firstly, social values, secondly, cultural values and thirdly self efficacy. However, this paper has attempted to focus on relevance of Africans SCVs in public procurement in curbing corruption.

There is no doubt that this paper argues that corruption in public procurement is destructive to African economy, and sends some warning signals to Africans to be conscious on assault of drivers of corruption. To meet the challenges of corruption, what Africa needs to do is to intensify efforts in redeeming whatever is redeemable from its rich SCVs. One critical area we can suggest for intensification of these efforts of SCVs inclusiveness in curbing corruption.

5.1 Study Recommendations

In order to achieve these points discussed above the following recommendation on relevance of Africans SCVs in public procurement in curbing corruption are made:

- In order to promote corruption prevention awareness, SCVs should be emphasised in Africa's system of education; this will help the child to value their culture;
- SCVs should be documented on mass media and this should be shown to the people from time to time. SCVs programmes in our mass media should be adapted to the country environments. This is very necessary because evil communication corrupts good manner; and
- Traditional education should be integrated into the school curriculum at all levels of education and SCVs should be inculcated into the young ones and this should be monitored not only by the teachers but all elderly members of the society as it used to be the case in the past. The society should show strong disapproval to any malpractices on the part of both the young and old. Also, good behaviour should be encouraged through reinforcement.

5.2 Study Contributions

This study contributes to public procurement literature by providing a model for mitigation and prevention of corruption in public procurement. It is the first such study. The major contribution of the current study is derived from the novelty of Africans SCVs in public procurement in corruption mitigation. The model designed by this research has filled a major gap in understanding African SCVs in public procurement in corruption mitigation.

Secondly, the study contributes to the discussion corruption mitigation, using the SCVs in an African environment. The study is significant to public procurement because of the fresh ideas from a different discipline, which has been used to establish academic venture. The study has also added to the knowledge of corruption mitigation in developing countries.

Thirdly, the study provides insights on two of the socio-economic factors of social values and cultural values as they relate to valuable African traditional principles which are disregarded provides basis for sustainable solutions to development challenges. Inferring to that Rutherford and Ahlgren (1991) positioned that the ways in which people develop are shaped by social experience and circumstances within the context of inherited genetic potential.

Also, in terms of findings, this paper identifies role of African SCVs in curbing corruption in public procurement for future research in anti-corruption theory and practice. A number of factors were help to explain the sharp divergence of views in the literature and the skepticism surrounding the relevance of African SCVs in curbing corruption in public procurement. Based on the paper literature review, the paper develops a conceptual framework built on best practices of African SCVs in curbing corruption as well as the short- and long-term strategic perspective.

The paper shows a new conceptual framework and establishes a holistic view of anti-corruption themes. Based on the framework, future research areas may be identified and states can identify important concepts. Implications based on the framework, a number of propositions are developed to facilitate empirical research on relevance of African SCVs in curbing corruption in public procurement. Therefore, findings of this study will be of great use to the government, lending institutions in formulating procurement policies so as to promote compliance in the public sector.

Finally, the study increases understanding of SCVs in public procurement in corruption mitigation African context. The research report has the potential to lead to improved understanding of sources of Africans SCVs in corruption mitigation. The study results could help public procurement practitioners in less developed countries assess the likelihood of success of African SCVs.

6. Limitations and Future Research

There are some limitations which have been identified in this study. First, it utilizes a cross-sectional research design. Further investigation by collecting longitudinal data is recommended to examine the dynamic relationships between the constructs. Second, comparative studies between SCVs of different countries would be valuable in capturing the influence of SCVs and curbing corruption in public procurement. Although SCVs is increasing affected by globalisation, further research would benefit by replicating and extending the conceptual model proposed in this study to other countries to increase the generalisation of the research findings.

Also, this study was conducted in the context of public sector within a limited geographical region in Tanzania, Dodoma City, which may affect the generalisability of these findings. Future research could apply for this model to different contexts and countries. Moreover, order of questions may have affected the respondents' answers. Future research may be conducted to determine whether changes in the order of arrangements of questions can affect the study outcomes.

Finally, even though this study has found that SCVs is positively associated with curbing corruption in public procurement, other relational outcomes also need to be explored in future research. Specifically, contract management and risk management has been widely discussed in recent public procurement research, which involves value for money and ethical compliances. Other relational outcomes such as SCVs in whistleblowing and entrepreneurial government are worthy of being investigated.

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