

Competence and ethical behavior of people appointed to contract management post in local governments in Uganda

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Abstract

The purpose of this paper is to establish the impact that competence of staffs may have on the extent to which they behave ethically when managing execution of contracts in their control at local government level. A research was carried out to establish using cross sectional research design. Data was collected using self administered questionnaires covering 52 local governments in Uganda. A response rate of between 73% and 75% was realized with about 39 districts successfully returning the filled up questionnaires. Analysis was done using the SPSS package. Factor analysis was carried out to test out tendencies of bias in the question items included in the data collection tool (questionnaire). Findings indicated that competence of a staff working in the capacity of contract manager in local governments in Uganda has a great influence on the way that person behaves in the ethical scale. The paper indicates that the more competent one becomes in handling contract management issues, the more ethical that person becomes in the contract management process.

Keywords: Competence, Ethical Behaviour, Contract management

1. Introduction

Ethics is an upcoming aspect in the business arena (Roth et al, 2008). Many organizations have collapsed because of paying little attention to the aspects of ethics at work place (FORCIS-EIAC, 2008). This paper looks at competence as one of the key determinants of ethical behavior in a work environment. The researcher investigated the influence that competence of a staff employed in a contract management role at local government level in Uganda may have on his/her ethical behavior at work.

The research paper is organized in five sections. There is a section for a theoretical review relating to competence and ethical work behaviors, section of methodology, data analysis, results and discussion and finally conclusion.

2. Theoretical review

Research conducted by Mahmud (2008) indicates that individuals tend to want to do the right thing whenever they feel that they have the capacity to do so which in this study shall be referred to as competence. This has an implication that the individuals that want to do the right thing will indeed want to act ethically. This stand is further supported by another study conducted by Banerji et al (2008) which indicates a negative relationship between the level of intellectual stimulation and the tendency for one to act unethically using bribery as one of the indicators of unethical behavior in the study.

On a general note, unethical behavior tends to arise out of someone trying to pretend to be what he or she is not. This pretense has been found to arise out of incompetence of the party pretending (Crista, 1999). The aspect is actually rooted back to the ethical behavior and the social norms surrounding an individual in decision making process. A decision here is mainly reached when one decides to act the way he or she acts in a contract (Johnson, 2007).

In a contract setting, the parties to a contract have many issues bordering them from the environment (Crista, 1999). Sometimes, these individuals enter a contract well knowing what they are supposed to do and sometimes they get into a contract when they have an idea of what to expect in a contractual relationship as they take part in management of a contract handed over to them (Ryan 2002).

A contractual relationship is usually entered into with parties to a contract both expecting to do what they are supposed to do. This is usually beyond or sometimes below the standards that they might have perceived. Suppliers

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